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*This annual report has been reviewed by the Company's sponsor, PrimePartners Corporate Finance Pte. Ltd. (the "Sponsor"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "Exchange") and the Exchange assumes no responsibility for the contents of this annual report, including the correctness of any of the statements or opinions made or reports contained in this annual report.*

*The contact person for the Sponsor is Mr. Shervyn Essex, 16 Collyer Quay #10-00, Collyer Quay Centre, Singapore 049318, [sponsorship@ppcf.com.sg](mailto:sponsorship@ppcf.com.sg).*



## OUR MISSION

To provide our customers with innovative solutions tailored to their specific needs and supporting the circular economy.



## OUR VISION

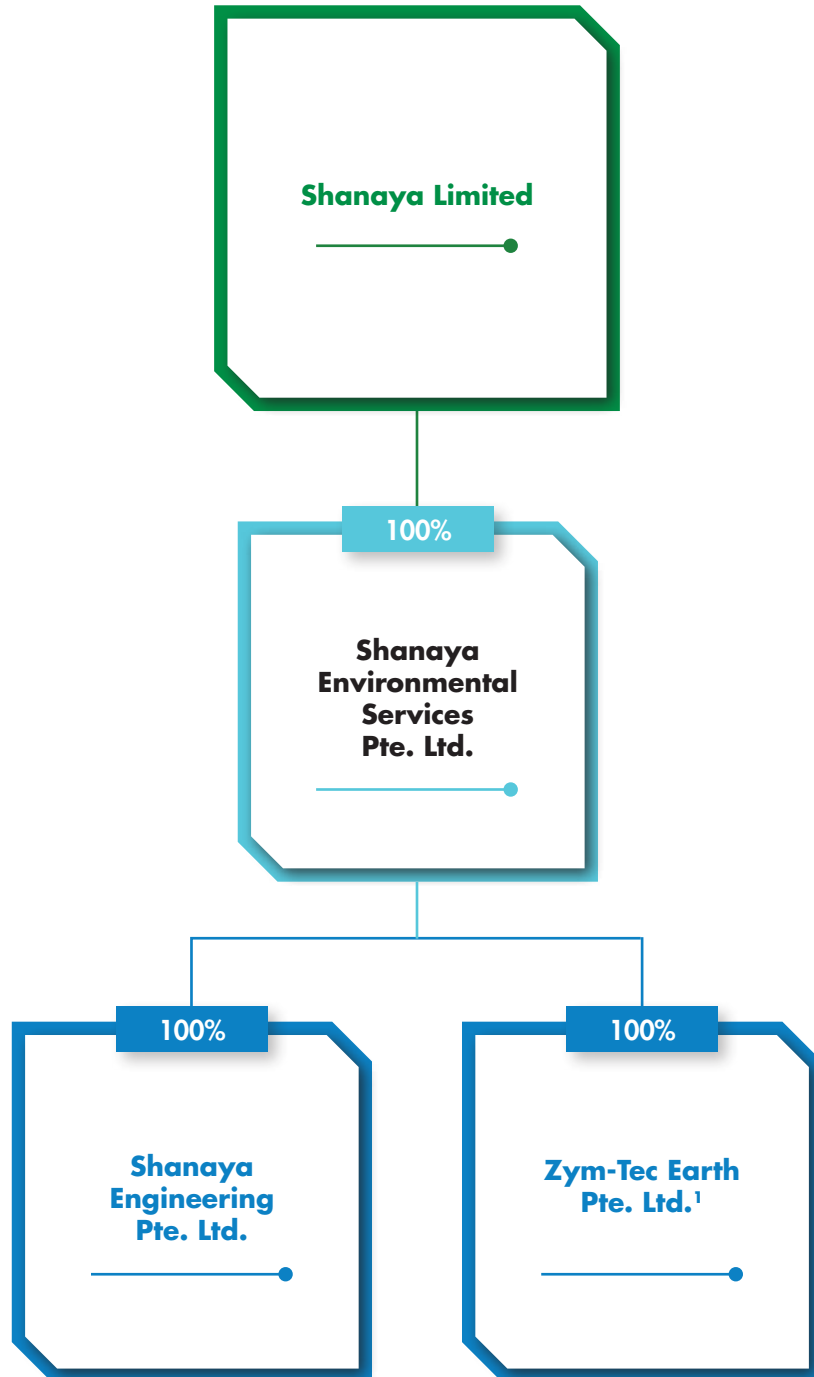
To be an integrated solutions provider of environmental services centered on the four pillars of Reduce, Recycle, Recover and Reuse.



**Shanaya**  
Designed for Recycling



## GROUP STRUCTURE



<sup>1</sup> Formerly known as Plastichem Recycling Pte. Ltd.

## WHAT WE DO

Shanaya Group is principally engaged in the provision of waste management and disposal services to shipping (including cruise ships), industrial and commercial clients in Singapore. It carries out operations through its wholly-owned subsidiary, Shanaya Environmental Services Pte Ltd ("**SES**"), as well as SES's wholly-owned subsidiary, Shanaya Engineering Pte Ltd ("**SEP**").

### Waste management services

SES is licensed by National Environment Agency ("**NEA**") as a general waste collector to handle waste such as unwanted furniture, electrical appliances, bulky waste, non-putrefiable waste, recyclable waste, food waste (excluding used cooking oil) and waste with a high organic content and which is putrefiable, pursuant to its General Waste Collector Licence (Class A and Class B). As part of the comprehensive suite of waste management and disposal services offered to its customers, SES also collects pyrotechnics from ships for safe disposal under the license of Singapore Police Force.

On the toxic industrial waste handling, SES possesses the requisite Toxic Industrial Waste Collectors (TIWC) licence from NEA for the collection of i) oil sludge and oily water from ships, ii) waste lead-acid batteries, and iii) polyvinyl chloride ("**PVC**"). The license allows the Group to generate income from both oil waste collection service and the sale of recovered oil.

SEP is registered with the Building and Construction Authority for its Facility Management Services (FM02), Construction Related Services (CR01) and is licensed by NEA as a general waste collector to collect and dispose of construction waste and debris for building contractors in Singapore.

SES owns and operates an integrated waste management and General Waste Disposal Facility ("**GWDF**") in Singapore at 3A Tuas South Street 15, Singapore 636845 ("**Tuas Facility**").

### Tuas Facility

Sitting on a 8,829.6 square meter land, the Tuas Facility provides the Group with a large operating capacity of handling 371 tonnes per day of waste (comprising industrial and commercial waste, e-waste, food waste, incineration bottom ash, wood waste, paper waste, plastic waste, horticultural/garden waste, liquid waste (liquor and beverages), construction and demolition waste, scrap metal (excluding aerosol can) and tyre/rubber waste) and a storage limit of up to 500 tonnes of waste within the facility at any given time. Location-wise, the Tuas Facility sits within close proximity to the Tuas mega port where our Singapore container port operator, PSA, is expecting to move over all their operations in Tanjong Pagar, Keppel, and Brani Terminals by 2027. PSA's operations at Pasir Panjang Terminal will be consolidated at the new port by 2040s.

The large capacity at Tuas Facility allows the Group to set up an integrated, scalable waste management plant for sorting general waste and treating toxic industrial waste. For general waste handling, the trommel machine, eddy current system, shredder, overhead magnetic separator and other related modular waste sorting machineries have been installed to assist in certain processes of general waste sorting and the recovery of recyclable materials. Segregated recyclable materials from the general waste stream were sold to our downstream recycling partner companies at commercial value. These recyclable materials include used corrugated carton boxes, wooden pallets, ferrous and non-ferrous metal scrap, plastic and metallic drums, ropes, mattresses, pipes, batteries, PVC cables and e-waste. Segregated food waste will be treated and converted into organic fertilizer for garden, nursery and agriculture use. The Group believes that the steps taken to grow its recycling revenue will not only increase its overall topline but also decrease the volume – and hence cost – of post-treated and residual waste disposal, incidentally, contributing to the circular economy.

## JOINT STATEMENT BY CHAIRMAN & CEO

**Against a challenging backdrop, we entered 2026 with confidence in our strategy and the resilience of our portfolio. These proposed acquisitions will position us to capitalise on sector growth in Singapore, expand further into the land-based waste management market efficiently and compete effectively through a differentiated and partner-driven service model.**

### Dear Shareholders,

We are pleased to share our annual report for the financial year ended 31 December 2025 ("FY2025"), highlighting Shanaya Limited's ("**Shanaya**", the "**Company**", or with its subsidiaries, the "**Group**") performance.

Shanaya continued to embed responsible business practices across its operations, with a focus on building strong customer relationships, environmental stewardship, community engagement, staff welfare and their skill development, as well as robust governance frameworks. We remain steadfast in aligning our business strategy with sustainability and value creation.

### Business outlook

The global economy during the period under review continued to face headwinds arising from geopolitical tensions, ongoing conflicts in key regions and persistent inflationary pressures. These factors collectively impacted global economic sentiment and capital flows; and contributed to volatility in financial markets, higher funding costs and cautious investor sentiment.

Against this challenging backdrop, the board of directors ("**Board**") and management ("**Management**") of Shanaya remained focused on preserving balance sheet strength and financial prudence, strengthening operational resilience and safeguarding the Group's long-term sustainability, while ensuring that the Group remained well positioned to respond to market opportunities as conditions evolve.

As of the date of this annual report, the Group advanced its growth strategy and entered into term sheets to acquire substantial stake in waste management companies, namely Hup Lee Leong Enviro Pte Ltd ("**HLL**") and KJ Engineering Pte Ltd ("**KJ**"). With a 60% stake in both HLL and KJ, respectively, and measured capital commitment, the new organization structure allows us to retain strategic oversight while benefiting from our partner's deep operational expertise. This initiative strengthens our position in the local waste management industry and supports the creation of additional land-based revenue streams for the Group. These decisions are aligned with our strategy to streamline the portfolio of the Group and allocate resources on scalable, resilient businesses.

### Performance Review

The Group recorded an overall increase of \$0.26 million, or 3%, in revenue from \$7.74 million to \$8.00 million for FY2025. The increase was largely driven by higher contributions from the waste collection and disposal services rendered to cruise and cargo ships. In terms of bottom line, the Group broke even with a net profit of \$0.01 million for FY2025, a reversal from the loss of \$1.22 million incurred in the financial year ended 31 December 2024 ("**FY2024**"). The improvement was primarily led by i) a \$1.05 million gain on disposal of property at 27 Kian Teck Drive; and ii) a \$0.18 million net gain from the forfeiture of deposit received in respect of a terminated share subscription agreement during the financial year.

## JOINT STATEMENT BY CHAIRMAN & CEO

### Outlook and Strategic Direction

On 13 November 2025, the Company upgraded its General Waste Disposal Facility (GWDF) license from the National Environment Agency ("NEA"), increasing its permitted waste treatment capacity from 241 tons to 371 tons per day. This includes industrial and commercial waste, e-waste, food waste, incineration bottom ash, wood waste, paper waste, plastic waste, horticultural/garden waste, liquid waste (liquor and beverages), construction and demolition waste, scrap metal (excluding aerosol cans), tyre/rubber waste.

Early this year, the Company also submitted an application to NEA for a license to collect, treat and safely dispose of certain toxic industrial waste, including chemicals, acid and alkaline contaminated wastewater, oil sludge, and oily water from land-based target clients. We are cautiously optimistic regarding the approval of this licence, which is expected to generate a new revenue stream. The Group has already built the necessary capacity required for this initiative.

On 10 November 2025, the Company entered into a term sheet with KJ, a NEA registered general waste contractor ("GWC"), to acquire 60% of the shareholding for an initial investment of \$120,000. The management team of KJ has circa 10 years of working experience in waste collection, treatment, recycling and disposal industry. This acquisition offers a fast and capital light route for Shanaya to expand its waste management services to land-based clients, complementing its existing cruise and shipping segment. It is expected to be completed during the financial year ended 31 December 2026 ("FY2026").

On 14 January 2026, the Company also entered into a term sheet with HLL, another NEA-registered GWC, to acquire 60% of the shareholding for a total consideration of \$1,800,000, comprising \$300,000 in cash and \$1,500,000 through the issuance of new shares of Shanaya. The management team of HLL has circa 30 years of combined experience in the waste management and recycling industry and operates profitably. The completion is targeted by second half of FY2026, subject to satisfactory due diligence, valuation, and fulfilment of all the conditions precedent in the term sheet.

Against a challenging backdrop, we entered 2026 with confidence in our strategy and the resilience of our portfolio. These proposed acquisitions will position us to capitalise on sector growth in Singapore, expand further into the land-based waste management market efficiently and compete effectively through a differentiated and partner-driven service model.

Beyond the joint venture, the Group remains focused on streamlining its portfolio, strengthening balance sheet resilience, and pursuing opportunities aligned with our strategic priorities. These efforts underpin our goal of building sustainable revenue streams and enhancing long-term shareholder value. The Board remains committed to prudence, robust financial discipline, and continued operational efficiency. With a clearer strategic direction and an agile operating structure, Shanaya is well-positioned to capture emerging opportunities and deliver enduring value to stakeholders.

### Sustainability and Governance

The Board recognises that long-term value creation in the waste management industry must be balanced with environmental stewardship, workplace safety, and social responsibility. Sustainability considerations are integrated into our decision-making processes, from operational planning to capital investment.

Strong governance continues to underpin the Group's activities. The Board remains committed to maintaining high standards of transparency, accountability, and oversight, ensuring that management execution remains aligned with shareholders' interests and long-term objectives.

### Corporate Social Responsibility

The Group views corporate social responsibility as a continuous commitment to conduct business ethically and contribute to economic and social development while improving the quality of work force, enhancing stakeholders' value and supporting the local community.

We continue to provide employees with relevant training programmes to develop both technical and soft skills across all levels of the organisation.

### Appreciation and Acknowledgement

Mr Abuthahir S/O Abdul Gafoor will be stepping down from the Board at this AGM as an Independent and Non-Executive Director. We extend our sincere appreciation for his support, dedication, and valuable contributions to Shanaya throughout his tenure.

Following his departure, the Company is in the process of appointing a potential candidate for the role of an Independent and Non-Executive Director to assume the role of Audit Committee Chairman as well as member of the Board, Remuneration Committee, and Nominating Committee. Company will make necessary announcements as and when practicable.

As we look at the Group's achievements despite the challenging business landscape, it's clear that this success was built by the steady commitment of long-standing team members and the momentum brought by newer employees. In recognition of their contributions, the Group allotted and issued 3,840,000 new shares under the Shanaya Performance Share Plan on 8 January 2026 to all eligible participants and has reserved 1,600,000 shares for the controlling shareholders of the Company and their respective associates. Additional shares will be allotted and issued upon approval at the forthcoming AGM.

We wish to take this opportunity to express our appreciation to our fellow Board, the Management and employees for their dedication, commitment and contributions to the Group. We also extend our gratitude to our shareholders, customers, financiers, government authorities, regulatory bodies and all stakeholders for their continuous support and confidence in the Group as we strive to build a stronger business organization and deliver sustainable growth in the years to come.

Sincerely,

### Sukhvinder Singh Chopra

Independent and Non-Executive Chairman

### Mohamed Gani Mohamed Ansari

Executive Director and Chief Executive Officer

## BOARD OF DIRECTORS

### SUKHVINDER SINGH CHOPRA

*Independent and Non-Executive Chairman*

Mr Sukhvinder Singh Chopra was appointed to the Board on 18 August 2021 and was last re-elected on 26 April 2024.

Mr Chopra is an investor, co-founder, executive director and board member in various companies such as in biotechnology, technical certification, software solutions and IPC accorded charity. Mr Chopra began his career in the Singapore Armed Forces ("**SAF**"), held several command appointments in support of naval, army and air operations and retired as a Colonel. After the SAF, he held various management roles, including at the Lee Kuan Yew School of Public Policy and at a World Bank funded capacity building project in Afghanistan. He was the Managing Director of a private equity owned technology software and services business and responsible for its management and business growth. Mr Chopra is an award recipient of the Public Administration Medal (Military, PBS) by the President of Singapore and has also been recognised for his service to Singapore's community by Prime Minister's office Singapore. Mr Chopra has kept up to date with the latest regulatory Board requirements through his certification and affiliation with the Singapore Institute of Directors.

Mr Chopra holds a Master of Business Administration from the University of Tasmania, Australia.

### MOHAMED GANI MOHAMED ANSARI

*Executive Director and Chief Executive Officer*

Mr Mohamed Gani Mohamed Ansari is the co-founder of Shanaya Environmental Services Pte. Ltd. which was founded in 2002. He was appointed to the Board of Shanaya Limited on 18 August 2021 and was last re-elected on 27 April 2023. He is responsible for planning the Group's business strategy and providing guidance to the Management team in executing the plans to realise the strategic objectives. The Group's business strategy encompasses brand-building, market positioning, sourcing of investment, tender participation, business collaboration with local and overseas partners, and exploring opportunities for joint ventures, mergers and acquisitions.

Mr Ansari has over 30 years of experience within the waste management and recycling industry. He was previously the Head of Group Business Development (2008-2010) and Executive Director (2010-2012) in Enviro-Hub Holdings Ltd, a company presently listed on the Mainboard of Singapore Exchange Securities Trading Limited ("**SGX-ST**") (Singapore Stock Code: L23). He is currently also a non-executive director of Singapore Precious Metal Refinery Pte. Ltd, Kalisp Realty Private Limited (India), and Onaro Recycling Sdn Bhd, and a partner of Yanasha Enterprise (Singapore).

Mr Ansari holds a Master of Business Administration (Marketing) degree from the Annamalai University (India), a Bachelor of Commerce degree from Madurai Kamaraj University (India) and a Diploma in Business Management/Administration from the College of Professional Management (Britain).

### ABUTHAHIR S/O ABDUL GAFOOR

*Independent and Non-Executive Director*

Mr Abuthahir S/O Abdul Gafoor was first appointed to the Board on 1 May 2024 and was last re-elected on 29 April 2025.

Mr Abdul Gafoor began his career in 1990 and has worked in Big-4 accounting firms, mainly in the areas of corporate insolvency and litigation consulting services. He held the position as a director in RSM Corporate Advisory Pte Ltd from 2010 to 2018. In 2018, he founded AAG Corporate Advisory Pte Ltd where he currently heads as its Executive Director.

With 35 years of work experience, Mr Abdul Gafoor is an approved liquidator who has been appointed to oversee numerous insolvencies, both by the Court and creditors. He has also undertaken restructuring and corporate workouts, judicial management, and receivership engagements. He has undertaken projects which include public-listed companies as well as large corporations, in Singapore and Southeast Asia.

Mr Abdul Gafoor also works closely with legal professionals in litigation consulting engagements to assist in commercial disputes. He specialises in the areas of assessment of dispute analysis, financial investigations, partnership or shareholder disputes, and fraud investigation in commercial disputes. He provides expert testimony in Court where his expertise is called upon.

Mr Abdul Gafoor is presently also the Director of Berjaya Kyoto Development (S) Pte Ltd, The Masonic Hall Board Ltd and Berjaya Okinawa Investment (S) Pte Ltd. He is a member of the Institute of Singapore Chartered Accountants as well as a Fellow of the Insolvency Practitioners Association of Singapore.

Mr Abdul Gafoor holds a Bachelor of Accountancy from the National University of Singapore.

Mr Abdul Gafoor will retire as an Independent Director of the Company after the conclusion of the forthcoming annual general meeting to be held on 29 April 2026.

## BOARD OF DIRECTORS

### CH'NG LI-LING

*Independent and Non-Executive Director*

Ms Ch'ng Li-Ling was first appointed to the Board on 1 May 2024 and was last re-elected on 29 April 2025.

Ms. Ch'ng is one of the founding members of RHTLaw Asia, where she co-lead the firm's Capital Markets Practice till 2019. She presently heads the firm's Financial Services (Regulatory) & Technology Practice where she advises Fintech firms, financial institutions and capital markets services providers on licensing and regulatory requirements and payment services providers on digital token issuances and the establishment of digital assets exchanges and e-payments platforms. She also advises fintech companies, investors and entrepreneurs in their M&A and capital-raising exercises.

As co-head of the firm's Environment Social Governance (ESG) Practice, Ms Ch'ng advises financial institutions, businesses and investors on legal, regulatory and governance issues relating to climate change and sustainable development.

Ms Ch'ng is currently an independent director of SGX-ST listed Biolidics Limited (Singapore Stock Code: 8YY), a member of the Singapore Academy of Law, Legal Practitioner (non-practising) of New South Wales, Australia and qualified as a solicitor of England and Wales. She was previously an independent director of SGX-ST listed LHN Limited (Singapore Stock Code: 41O) from 10 March 2015 to 24 January 2025, an independent director of SGX-ST listed DeClout Limited (Singapore Stock Code: 5UZ) from September 2012 to April 2018 and an independent director of SGX-ST listed Anchor Resources Limited (Singapore Stock Code: 43E) from December 2015 to January 2021.

Ms Ch'ng graduated with a Bachelor of Arts (Honours) degree from National University of Singapore and obtained her Bachelor of Laws (Honours) and Master of Laws (Merit) from the University of London. She is an Advocate and Solicitor from the Supreme Court of Singapore.

### ONG KIAN SOON

*Non-Independent and Non-Executive Director*

Mr Ong Kian Soon was first appointed as an Executive Director of the Company on 29 December 1998. He was re-designated as the Non-Independent and Non-Executive Director of the Company with effect from 1 July 2011 and was last re-elected on 29 April 2025.

Mr Ong has more than 40 years of experience in the areas of accounting, finance, administration and sales. He is currently also an Executive Director of SGX-ST listed New Wave Holdings Ltd (Singapore Stock Code: 5FX).

Mr Ong holds a Bachelor of Commerce (Accountancy) degree from Nanyang University in 1979.

## KEY MANAGEMENT

### SHITTHI NABESATHUL BATHURIA D/O ABDUL HAMID

*Chief Administrative Officer*

Ms Shitthi Nabesathul Bathuria D/O Abdul Hamid is responsible for overseeing the administration, human resources, IT, data security, and system integration functions of the Group.

Ms Shitthi has extensive experience in the waste management and recycling industry and is the co-founder and Director of the Group's subsidiary Shanaya Environmental Services Pte. Ltd.. Over the last 29 years, Ms Shitthi has held several finance-focused positions including as an Accountant at APL Logistic Pte Ltd (2009-2010), Senior Finance Executive at the Lee Kuan Yew School of Public Policy (2005-2009), Accounts Executive at the People's Association (2004-2005), Finance Executive at Alexandra Hospital (2000-2003), Senior Accounts Officer at National University Hospital (1998-1999), Accounts Executive at Specargo Forwarding (S) Pte Ltd (1994-1997), and Accounts Assistant at Singapore General Hospital (1988-1994).

Ms Shitthi has a Bachelor of Science Degree in Accounting & Finance from the University of London. She is a non-executive director of Singapore Precious Metal Refinery Pte Ltd, Yanasha Trading Sdn Bhd, Onaro Recycling Sdn Bhd and is a Partner of Yanasha Enterprise.

### SIVAKUMAR MARTIN S/O SIVANESAN

*Chief Operating Officer*

Mr Sivakumar Martin S/O Sivanesan is responsible for managing the Group's operations. This includes matters relating to vehicle fleet, logistics and warehouse management. He also ensures compliance with the Group's management systems and the regulations of the environmental services industry including licences and permits.

Mr Martin is a director of the Group's subsidiaries, Shanaya Environmental Services Pte. Ltd. and Shanaya Engineering Pte Ltd. His additional duties include business development, marketing, sales, public relations, and customer relations. He represents Shanaya Environmental Services Pte. Ltd. at the Waste Management and Recycling Association of Singapore.

Prior to joining the Group, Mr Martin held senior positions at Cleanway Disposal Services Pte Ltd and was a Director of AL Resources Pte. Ltd., Toh Ban Seng Contractor Pte Ltd and Ban Tiong Soon Contractor Pte. Ltd from 1997 to 2013. Mr Martin was a Partner at Fast Trax Logistics from 1995-1997.

## KEY MANAGEMENT

### PERUMAL S/O GOPAL

*Chief Sales Officer*

Mr Perumal S/O Gopal is the Group's Chief Sales Officer and is responsible for formulating sales and marketing strategies, brand planning and business development. His duties also include customer service and relationships, contracts management, project management and staff training.

Mr Gopal has more than 17 years of experience in the waste management industry. He held the position of Senior Operations Executive at Applied Logistics Pte Ltd (1985-2005), where he supervised the logistics and transportation functions of the company. His additional duties include the care and servicing of the company's customers. Prior to joining Applied Logistics, Mr Gopal was a Sales Executive at Cleanway Disposal Services Pte Ltd from 2005 to 2013 and an Executive Director of Cleanway from September 2013 to January 2014.

Mr Gopal has been an Executive Director of the Group subsidiary Shanaya Environmental Services Pte. Ltd. since 2017.

### LOY SUAN CHOO

*Chief Financial Officer*

Mr Loy Suan Choo is the Chief Financial Officer at Shanaya Limited. He is responsible for the overall finance functions and accounting matters of the Group, including budgeting and forecasting, fund raising, enterprise risk management, investment appraisal, internal controls and corporate compliance matters.

Mr Loy has over 28 years of experience in accounting, audit, and corporate finance. Prior to joining the Group in 2021, he was the Group Chief Financial Officer at Y.E.S F&B Group Pte Ltd from 2018 to 2020. Mr Loy held the post of Group Financial Controller, and subsequently, Chief Financial Officer, at Cogent Holdings Limited (a company which was listed on the Mainboard of the SGX-ST until March 2018) from 2009 to 2018. He had also served as Senior Accountant and Finance Manager at MTQ Corporation Limited (from 2002 to 2009), and as Finance Manager at Acma Ltd (from 2000 to 2002). His auditing career from 1996 to 2000 includes 3 years in Ernst & Young LLP.

Mr Loy graduated from the Nanyang Technological University with a Bachelor of Accountancy in June 1996. He is a member of the Institute of Singapore Chartered Accountants.

## OPERATING & FINANCIAL REVIEW

### REVIEW OF STATEMENT OF COMPREHENSIVE INCOME

	Group		
	FY2025 \$'000	FY2024 \$'000	Change %
Revenue	8,000	7,739	3%
Other income	1,433	506	183%
Amortisation of right-of-use assets	(543)	(559)	-3%
Depreciation of property, plant and equipment	(1,081)	(1,218)	-11%
Employee benefits expense	(2,708)	(2,595)	4%
Loss allowance on trade receivables	(49)	(86)	-43%
Other operating expenses	(4,448)	(4,330)	3%
Finance costs	(585)	(739)	-21%
Profit/(Loss) before tax	19	(1,282)	n.m.
Income tax (expense)/credit	(12)	61	n.m.
Profit/(Loss) for the year, net of tax	7	(1,221)	n.m.

n.m. – not meaningful

Group revenue increased by \$0.26 million, or 3%, from \$7.74 million to \$8.00 million for FY2025. The increase was largely driven by an increase of \$0.22 million, or 20%, in revenue from the waste collection and disposal services for cruise ships, an increase of \$0.19 million, or 5%, in revenue from the waste collection and disposal services for cargo ships, an increase of \$0.05 million in revenue from toxic wastewater collection and disposal, and partially offset by a decrease of \$0.21 million, or 97%, in the revenue from construction waste collection and disposal.

Other income increased by \$0.93 million, or 183%, from \$0.51 million to \$1.43 million for FY2025, largely due to i) net gain from forfeiture of deposit received amounting to \$0.18 million in respect of the Terminated Share Subscription, ii) an increase of \$1.05 million in gain on disposal of leasehold property, plant and equipment, partially offset by a decrease of \$0.18 million in government grant received and a decrease of \$0.10 million in income earned from waste logistics and support services.

Depreciation of PPE decreased by \$0.14 million, or 11%, from \$1.22 million to \$1.08 million for FY2025. The decrease was largely due to the cessation of depreciation of the property (along with irremovable renovations and machinery) at 27 Kian Teck Drive following the reclassification to assets held for sale with effect from 1 July 2024.

Employee benefits expense increased by \$0.11 million, or 4%, from \$2.60 million to \$2.71 million for FY2025. The increase was primarily due to the increase in revenue and employees' pay increment.

Other operating expenses increased by \$0.12 million, or 3%, from \$4.33 million to \$4.45 million for FY2025. The increase was largely due to i) an increase of \$0.04 million in waste disposal fees, ii) an increase of \$0.04 million in crane and wharfage expenses, and iii) an impairment of \$0.03 million in property, plant and equipment.

Finance costs decreased by \$0.15 million, or 21%, from \$0.74 million to \$0.59 million for FY2025. The decrease was largely due to full settlement of two loans during 2HFY2025, reduction in loan interest rates, and the decrease in interest expense on loan due to shareholders following partial loan settlement by way of loan offset during the rights issue in FY2024.

Primarily as a result of the above, a net profit of \$0.01 million was achieved for FY2025, a reversal from the loss of \$1.22 million incurred in FY2024.

### REVIEW OF STATEMENT OF FINANCIAL POSITION

	Group		
	31.12.2025 \$'000	31.12.2024 \$'000	Change %
Non-current assets	11,507	12,434	-7%
Current assets	4,536	7,233	-37%
Non-current liabilities	8,126	9,379	-13%
Current liabilities	3,311	5,873	-44%
Equity	4,606	4,415	4%

#### Non-current assets

Non-current assets decreased by \$0.93 million from \$12.43 million as at 31 December 2024 to \$11.51 million as at 31 December 2025, mainly due to the following:

i) depreciation of PPE of \$1.08 million;

ii) amortisation of right-of-use assets of \$0.54 million;

iii) impairment of PPE of \$0.03 million; and

partially offset by purchases of PPE amounting to \$0.73 million during FY2025.

## OPERATING & FINANCIAL REVIEW

### Current assets

Current assets decreased by \$2.70 million from \$7.23 million as at 31 December 2024 to \$4.54 million as at 31 December 2025, due to a decrease of \$3.42 million in assets classified as held for sale, partially offset by an increase of \$0.39 million in trade and other receivables, an increase of \$0.29 million in prepayments and an increase of \$0.05 million in cash and bank balances.

### Current liabilities

Current liabilities decreased by \$2.56 million from \$5.87 million as at 31 December 2024 to \$3.31 million as of 31 December 2025, mainly due to i) a reclassification of \$1.85 million of non-trade payables to shareholders from current liabilities to non-current liabilities, ii) a decrease of \$0.24 million in the bank borrowings (current portion) arising from repayment of \$2.91 million of bank borrowings partially offset by reclassification of \$2.67 million bank borrowings from non-current portion to current portion, and iii) reversals of \$0.04 million of deferred income and \$0.44 million of liabilities directly associated with assets classified as held for sale upon completion of the disposal of the leasehold property at 27 Kian Teck Drive.

### Non-current liabilities

Non-current liabilities decreased by \$1.25 million from \$9.38 million as at 31 December 2024 to \$8.13 million as at 31 December 2025. The decrease was mainly due to the following:

- i) a reclassification of \$2.67 million of bank borrowings from non-current liabilities to current liabilities; and
- ii) a reclassification of \$0.54 million of lease liabilities from non-current liabilities to current liabilities;

partially offset by:

- i) a reclassification of \$1.85 million of loan from shareholders from current liabilities to non-current liabilities; and
- ii) an increase of \$0.20 million in lease liabilities (non-current portion) attributable to a new hire purchase financing.

### Equity

Total equity, after accounting for the net profit for FY2025, was \$4.61 million as at 31 December 2025 which was \$0.19 million, or 4%, higher than \$4.42 million as at 31 December 2024.

## REVIEW OF STATEMENT OF CASH FLOWS

	Group		
	FY2025 \$'000	FY2024 \$'000	Change %
Net cash generated from/(used in)			
– operating activities	752	1,221	-38%
– investing activities	3,273	(37)	n.m.
– financing activities	(3,976)	(688)	478%
Net increase in cash and cash equivalents	49	496	-90%
Cash and cash equivalents at beginning of year	1,451	955	52%
Cash and cash equivalents at end of year	1,500	1,451	3%

n.m. – not meaningful

### Operating activities

In FY2025, net cash generated from operating activities was \$0.75 million. The net cash generated comprises operating cash inflows of \$1.26 million before working capital changes coupled with the effect of negative net working capital movement of \$0.51 million. The negative net working capital movement resulted from an increase in trade and other receivables of \$0.43 million, an increase in prepayments of \$0.05 million and decrease in trade and other payables of \$0.02 million.

### Investing activities

In FY2025, net cash generated from investing activities was \$3.27 million, driven by proceeds of \$4.06 million received from the disposal of a leasehold property, proceeds of \$0.24 million from the disposal of a motor vehicle, partially offset by the cash paid (including advance payments) for purchase of PPE amounting to \$1.03 million.

### Financing activities

In FY2025, net cash used in financing activities was \$3.98 million, primarily due to repayment of loan and lease instalments (including interest).

As a result of the above, cash and cash equivalents increased by \$0.05 million to \$1.50 million as at 31 December 2025 from \$1.45 million as at 31 December 2024.

## CORPORATE INFORMATION

### BOARD OF DIRECTORS

**Mr Sukhvinder Singh Chopra**  
*Independent and Non-Executive Chairman*

**Mr Mohamed Gani Mohamed Ansari**  
*Executive Director and Chief Executive Officer*

**Mr Abuthahir S/O Abdul Gafoor**  
*Independent and Non-Executive Director*

**Ms Ch'ng Li-Ling**  
*Independent and Non-Executive Director*

**Mr Ong Kian Soon**  
*Non-Independent and Non-Executive Director*

### COMPANY SECRETARY

**Mr Yoo Loo Ping**

### SHARE REGISTRAR

**Boardroom Corporate & Advisory Services Pte. Ltd.**  
1 Harbourfront Avenue  
Keppel Bay Tower #14-07  
Singapore 098632  
t: +65 6536 5355  
w: boardroomlimited.com

### AUDITOR

**BDO LLP**  
600 North Bridge Road  
#23-01 Parkview Square  
Singapore 188778  
t: +65 6828 9118  
w: bdo.com.sg

*Partner-in-charge*  
Mr Tay Kai Yuan, Terence  
Appointed since the financial year ended 31 December 2025

### BOARD COMMITTEES

#### Audit Committee

**Mr Abuthahir S/O Abdul Gafoor** (Chairman)  
**Ms Ch'ng Li-Ling**  
**Mr Sukhvinder Singh Chopra**

#### Nominating Committee

**Ms Ch'ng Li-Ling** (Chairperson)  
**Mr Abuthahir S/O Abdul Gafoor**  
**Mr Sukhvinder Singh Chopra**  
**Mr Mohamed Gani Mohamed Ansari**

#### Remuneration Committee

**Mr Sukhvinder Singh Chopra** (Chairman)  
**Ms Ch'ng Li-Ling**  
**Mr Abuthahir S/O Abdul Gafoor**

### SPONSOR

**PrimePartners Corporate Finance Pte. Ltd.**  
16 Collyer Quay,  
#10-00 Collyer Quay Centre  
Singapore 049318

### REGISTERED OFFICE

3A Tuas South Street 15  
Singapore 636845  
t: +65 6316 2023  
f: +65 6862 0304  
w: shanayagroup.com

### COMPANY REGISTRATION NO.

199804583E

### PLACE OF INCORPORATION

Singapore

### DATE OF INCORPORATION

19 September 1998

### PRINCIPAL BANKERS

**United Overseas Bank Limited**  
**Oversea-Chinese Banking Corporation Limited**

# CORPORATE GOVERNANCE REPORT

Shanaya Limited (the “**Company**” and together with its subsidiaries, the “**Group**”) is committed to maintaining good corporate governance to enhance and protect the interests of the Company’s shareholders and maximising long-term success of the Company and Group.

The following report describes the Company’s corporate governance practices with specific reference to the Code of Corporate Governance 2018 (the “**Code**”) for the financial year ended 31 December 2025 (“**FY2025**”) and the relevant provisions in the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) (“**Rules of Catalist**”). The Board of Directors of the Company (the “**Board**”) is pleased to inform that the Company is substantially in compliance with the principles and provisions of the Code and any deviations are explained below. Such compliance is regularly reviewed to ensure transparency and accountability.

## BOARD MATTERS

### The Board’s Conduct of its 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.***

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

- deciding and approving strategic plans, key business initiatives, major investments and funding requirement matters;
- providing entrepreneurial leadership, set strategic aims and ensure that the necessary financial and human resources are in place for the Group to meet its objectives;
- monitoring the performance of the Management and the Group towards achieving adequate shareholders’ values, including but not limited to reviewing the financial performance of the Group;
- ensuring the adequacy and effective internal controls and risk management system to safeguard shareholders’ interest and Group’s assets;
- identifying the key stakeholder groups and recognise that their perceptions affect the Company’s reputation;
- constructively challenging Management and review its performance;
- setting the Group’s values and standards (including ethical standards) and ensuring that obligations to shareholders are understood and duly met;
- considering sustainability issues as part of its strategic formulation;
- ensuring transparency and accountability to key stakeholder groups; and
- ensuring compliance with the Code, the Companies Act 1967 of Singapore (“**Companies Act**”), the Company’s Constitution, the Rules of Catalist, accounting standards and other relevant statutes and regulations.

All Directors exercise due diligence and independent judgment, and are obliged to act in good faith and consider at all times the interests of the Company. Each Director is required to promptly disclose any conflicts or potential conflicts of interest, whether direct or indirect, in relation to any transaction or matter discussed and contemplated by the Group. Where a potential conflict of interest arises, the Director concerned will recuse himself/herself from discussions and decisions involving the issue of conflict and refrains from exercising any influence over other members of the Board in respect of the issue.

## CORPORATE GOVERNANCE REPORT

The Board conducts regular scheduled meetings at least four times yearly and as warranted by particular circumstances. The schedules of meetings are circulated to the Directors prior to the start of the financial year to facilitate advance planning of their attendance. Ad-hoc meetings are also convened as and when they are deemed necessary. As provided in the Company's Constitution, the Board may convene telephonic and videoconferencing meetings. At each meeting, the Board is provided with adequate and timely information by Management on matters to be deliberated, thus facilitating an informed decision-making process. When a physical Board meeting is not possible, informal discussions between Board members will be achieved through electronic means or via circular of written resolutions for approval by the Board.

The Company recognises that the flow of relevant, complete and accurate information on a timely basis is critical for the Board to discharge its duties effectively. Management provides the Board with quarterly accounts as well as relevant background or explanatory information relating to the matters that would be discussed at the Board meetings, prior to the scheduled meetings. Besides the Board papers, Directors are also updated on initiatives and developments on the Group's business and are provided with statistics and explanatory materials as necessary. Management also provides at each meeting an updated report on risk management. All Directors are given separate and unrestricted access to Management at all times in carrying out their duties. Any additional materials or information requested by the Directors to make informed decisions are promptly furnished by Management. When necessary, the Directors, whether as a group or individually, can seek independent professional advice at the Company's expense for the discharge of their duties.

All Directors are required to declare their board appointments. When a Director has multiple board representations, the Nominating Committee ("**NC**") will consider whether the Director is able to adequately carry out his/her duties as a director of the Company, taking into consideration the Directors' number of listed company board representations and other principal commitments. All Directors, regardless of their board representations outside the Group, must ensure that sufficient time and attention are given to the affairs of the Group.

The Directors also have separate and independent access to the Company Secretary. The Company Secretary or his representative will attend all Board and Board Committees' meetings and ensures that Board procedures are followed, and that the Company complies with the requirements of the Companies Act and the Rules of Catalist. The Company Secretary also ensures that there are good information flows within the Board and its Board Committees and between Management and the Non-Executive Directors. The appointment and removal of the Company Secretary is a matter for the Board as a whole.

To ensure compliance with legislative and regulatory requirements, including requirements under the Rules of Catalist, the Board through Management reviews the relevant compliance reports and ensures that Management seeks the Board's approval of such reports or requirements.

Directors have unrestricted access to Management at all times. Directors are entitled to request from Management and are provided with such additional information as needed to make informed and timely decisions. Should Directors, whether as a group or individually, require independent advice relating to the Company's affairs, the Company will appoint a professional external advisor to render the relevant advice. The cost of such professional external advice will be borne by the Company.

In compliance with the Rules of Catalist, the Board provides a negative assurance statement to the shareholders in its half-yearly financial results announcement, confirming to the best of its knowledge that nothing has come to the attention of the Board which may render the financial statements to be false or misleading in any material aspect.

The Company has procured undertakings from all Directors and Executive Officers in compliance with Rule 720(1) of the Rules of Catalist.

Other matters specifically reserved for the Board's approval are those involving material acquisitions and disposal of assets, major investments and divestments, corporate or financial restructuring, share issuances, fundings, major policies on key areas of operations, dividends to shareholders, release of the Group's half-year and full-year results and interested person transactions of a material nature.

## CORPORATE GOVERNANCE REPORT

To facilitate effective management, the Board delegates certain functions to the various Board committees whose actions are monitored and endorsed by the Board. These committees include the Audit Committee (“**AC**”), the NC and the Remuneration Committee (“**RC**”) (collectively, the “**Board Committees**”), all of which operate within clearly defined terms of reference and functional procedures. Each of these Board Committees reports its activities regularly to the Board with their decisions and recommendations. However, the ultimate responsibility on all matters lies with the Board. The terms of reference and further details of the activities of the Board Committees in FY2025 are set out under the respective sections in this corporate governance report.

The Company recognises the importance of appropriate training for its Directors. The Board ensures that incoming new Directors are familiar with the Group’s structure, business strategies, operations, and policies. The Company will provide newly appointed director(s) with a formal letter setting out their duties and obligations. The Company will ensure that first-time director of a listed company (“**First-Time Director**”) will receive relevant training in the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange to meet the Mandatory Training requirements under Rule 406(3)(a) and Practice Note 4D of the Rules of Catalist (“**Mandatory Training**”). In the case of Mr Abuthahir S/O Abdul Gafoor who joined the Company as a first-time director of a listed issuer on 1 May 2024, he has not completed the Mandatory Training due to heavy work commitments and excessive work-related overseas travels.

Directors are constantly kept abreast of latest developments in regulatory, legal and accounting frameworks that are of relevance to the Group through participation in briefings, seminars and workshops. The training of Directors will be arranged and funded by the Company.

Briefings and updates provided to the Directors for FY2025 include:

- briefing by the external auditor (“**EA**”), BDO LLP, on the developments in financial reporting and governance standards;
- relevant updates on developments to listing rules of SGX-ST are circulated to the Directors;
- briefing by the sustainability reporting consultant, Yang Lee & Associates, on sustainability strategy development and reporting; and
- updates by Management on the business activities and strategic directions of the Group.

The Board meets regularly on a quarterly basis and ad-hoc Board Committee or Board meetings are convened when they are deemed necessary. The number of Board and Board Committee meetings held during FY2025 and the attendance of each Director are set out as follows:

	Number of meetings									
	Board Meetings		AC Meeting		NC Meeting		RC Meeting		General Meeting	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Sukhvinder Singh Chopra	5	5	5	5	1	1	2	2	2	2
Mohamed Gani Mohamed Ansari	5	5	5	5*	1	1	2	2*	2	2
Ch’ng Li-Ling	5	5	5	5	1	1	2	2	2	2
Abuthahir S/O Abdul Gafoor	5	5	5	5	1	1	2	2	2	2
Ong Kian Soon	5	3	5	3*	1	–	2	–	2	2

**Note:**

\* Attendance at meetings that were held on a “By Invitation” basis.

# CORPORATE GOVERNANCE REPORT

## Board Composition and Guidance

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

The Board currently comprises five (5) Directors, one (1) of whom holds an executive position:

Directors	Board Membership	Audit Committee	Nominating Committee	Remuneration Committee
Sukhvinder Singh Chopra	Independent and Non-Executive Chairman	Member	Member	Chairman
Mohamed Gani Mohamed Ansari	Executive Director and Chief Executive Officer (" <b>CEO</b> ")	–	Member	–
Ch'ng Li-Ling	Independent and Non-Executive Director	Member	Chairperson	Member
Abuthahir S/O Abdul Gafoor <sup>(1)</sup>	Independent and Non-Executive Director	Chairman	Member	Member
Ong Kian Soon	Non-Independent and Non-Executive Director	–	–	–

### Note:

<sup>(1)</sup> Mr Abuthahir S/O Abdul Gafoor ("**Mr Abuthahir**") will be retiring as an Independent Director of the Company after the conclusion of the Company's Annual General Meeting ("**AGM**") to be held on 29 April 2026. Mr Abuthahir will relinquish his role as Chairman of the AC and Members of NC and RC of the Company.

There is no Independent Director who has served beyond nine (9) years since the date of his/her first appointment by the Company.

The Company complies with Provision 2.2 of the Code as the Chairman of the Board is independent. Additionally, as the majority of the Board is made up of Non-Executive Directors, the Company also complies with Provision 2.3 of the Code. Therefore, the Board and the NC are satisfied that the Board has substantial independent elements to exercise objective judgment on corporate affairs independently.

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

Each Independent Director is required to complete a checklist annually to confirm his independence based on the provisions as set out in the Rules of Catalist, the Code and the Practice Guidance. The NC adopts Rule 406(3)(d) of the Rules of Catalist and the Code's definition of what constitute an "independent" director in its review. The Directors must also confirm whether they consider themselves independent despite not having any relationship as identified in the Code. The NC takes into account, among other things, whether a Director has a business relationship with the Company, its related companies and its substantial shareholders, and if so, whether such relationships could interfere, or be reasonably perceived to interfere, with the exercise of the Director's independent business judgment with a view to the best interests of the Company.

## CORPORATE GOVERNANCE REPORT

The NC had reviewed the independence of the three Independent Directors, namely Mr Sukhvinder Singh Chopra, Ms Ch'ng Li-Ling and Mr Abuthahir S/O Abdul Gafoor. Having made its review on an annual basis, taking into consideration the independence checklist provided by the Independent Directors as mentioned under Principle 2 of the Code above and the requirements of Rule 406(3)(d) of the Rules of Catalyst, the NC has affirmed that Mr Sukhvinder Singh Chopra, Ms Ch'ng Li-Ling and Mr Abuthahir S/O Abdul Gafoor have satisfied the criteria for independence. Each of the Independent Directors has also confirmed his independence.

The Company has adopted a Board Diversity Policy. The primary objective of the Board Diversity Policy is to ensure appropriate balance of perspectives, expertise and experience on the Board as a whole so that the Board can be effective in decision making for the long-term success of the Group. The NC is responsible for setting and maintaining the Board Diversity Policy, including setting of its targets, plans and timelines. The NC and the Board regularly review the size and composition of the Board, as well as succession planning, gender diversity and refreshment of the Board based on the current guidelines set under our Board Diversity Policy.

To ensure that the Company is well-equipped to meet the challenges and demands of the market, the NC and the Board will continuously review their size and composition to ensure they remain appropriate in response to evolving market conditions. The Company will also regularly assess the need for additional board diversity targets to ensure an adequate range of perspectives and backgrounds to support effective decision-making and governance.

To facilitate more effective check on Management, the Independent Directors meet as and when necessary and at least once a year without the presence of Management.

The Non-Executive Directors communicate regularly to discuss matters related to the Group, including, inter alia, the performance of the Management in the absence of the Executive Directors and Management. Where appropriate, the Independent Directors provide feedback to the Board after such meetings.

### Chairman and CEO

***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.***

Mr Sukhvinder Singh Chopra, an Independent and Non-Executive Director holds the position as Chairman of the Board, and Mr Mohamed Gani Mohamed Ansari, the Executive Director and CEO. Both positions are held by separate individuals to ensure an appropriate balance of power, increased accountability and greater capacity for independent decision-making.

The Chairman leads the Board to ensure effectiveness on all aspects of its role. With assistance from the Company Secretary who co-ordinates with the Management and CEO, the Chairman sets the meeting agenda and ensures that Directors are provided with complete, adequate and timely information. Board papers are sent to Directors at least three days in advance in order for Directors to be adequately prepared for the meetings. The Chairman ensures effective communication with shareholders and encourages constructive relations within the Board and between the Board and Management by promoting a culture of transparency and openness in such relationship and in discussion at meetings. Management staff who have prepared the Board papers or who can provide additional insights into matters to be discussed at Board Meetings, are invited to carry out presentations or attend the Board meeting at the relevant time, as and when appropriate. The Chairman also facilitates the effective contribution of Non-Executive Directors and promotes high standards of corporate governance.

The CEO works with the Board to determine the strategy for the Group and is responsible for the mapping of business plans and strategic decisions of the Group. The CEO also works together with Management to ensure that the Group operates in accordance with its strategic and operational objectives.

All the Board Committees are chaired by Independent Directors and at least more than half of the Board consists of Independent Directors.

As the Chairman is a separate individual independent from the role of CEO, there is no need for a lead independent director to be appointed.

# CORPORATE GOVERNANCE REPORT

## 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.***

The NC is responsible for making recommendations on all board appointments and re-nominations, having regard to the contribution and performance of the Director seeking re-election.

The NC comprises four (4) Directors; namely, Ms Ch'ng Li-Ling (Chairperson), Mr Abuthahir S/O Abdul Gafoor, Mr Sukhvinder Singh Chopra and Mr Mohamed Gani Mohamed Ansari. A majority of the NC, including its Chairman, are independent.

Mr Abuthahir S/O Abdul Gafoor has given notice of his intention to retire as an Independent Director of the Company after the conclusion of the forthcoming AGM. He will relinquish his role as Member of the NC. The NC and the Board will review the re-composition of the Board and its Committees in due course.

The written terms of reference of the NC have been approved and adopted. The key responsibilities of the NC include, to:

- evaluate and review nominations for appointment and re-appointment to the Board and the various committees (including alternate directors, if any);
- review and nominate a Director for re-election to the Board, having regard to the Director's contribution and performance;
- determine annually and as and when circumstances require if a Director is independent;
- recommend to the Board the process for the evaluation of the performance of the Board, the Board Committees and individual Directors, and propose objective performance criteria to assess the effectiveness of the Board as a whole and the contribution of each Director to the effectiveness of the Board;
- decide whether a Director, regardless of their board representations outside the Group, must be able to and has been adequately carrying out his/her duties as Director of the Company;
- review and make recommendations to the Board on relevant matters relating to the succession plans of the Board (in particular, the Chairman/CEO) and key management personnel ("**KMP**");
- review training and professional development programmes for the Board and its Directors; and
- other acts as may be required by the SGX-ST and the Code from time to time.

The Company does not have a formal criteria of selection for the appointment of new directors to the Board. The appointment of a new director would be required when a vacancy on the Board arises or when the NC has assessed and identified certain expertise and skills that are required in the context of strengths and weaknesses of the existing Board to complement and strengthen the Board.

In identifying suitable candidates, the NC may:

1. advertise or use services of external advisers to facilitate the search;
2. approach alternative sources such as the Singapore Institute of Directors; or
3. consider candidates from a wide range of backgrounds from internal or external sources.

## CORPORATE GOVERNANCE REPORT

After shortlisting candidates through comparing the needs of the Board against the skills and experience offered by each candidate, the NC shall:

- (a) consider and interview all candidates on merit against objective criteria, taking into consideration the appointees' ability to devote sufficient time in fulfilling the obligations of the position; and
- (b) evaluate and agree to a preferred candidate for recommendation to and appointment by the Board.

Rule 720(4) of the Rules of Catalist states that the Company must have all Directors submit themselves for re-nomination and re-appointment at least once every three years and the Company is in compliance with this Rule. The NC reviews and recommends to the Board the re-nomination of retiring Directors standing for re-election and re-appointment. The review ensures that the Director to be re-nominated or re-appointed has contributed to the ongoing effectiveness of the Board, exercised sound business and objective judgment, and possesses demonstrated leadership experience, high levels of professional skills and appropriate personal qualities.

At the forthcoming AGM, Mr Sukhvinder Singh Chopra ("**Mr Chopra**") and Mr Mohamed Gani Mohamed Ansari ("**Mr Ansari**") will be retiring pursuant to Article 97 of the Company's Constitution and will offer themselves for re-election. The retiring Directors are eligible for re-election and have consented to continue in office, and the Board has accepted the NC's recommendation for their re-election. In making the recommendation, the NC had considered their overall contribution and performance. Mr Chopra does not have any relationships, including immediate family relationships with the other Directors, the Company or its substantial shareholders. Mr Ansari is the spouse of Ms Shitthi Nabesathul D/O Abdul Hamid who is the Chief Administrative Officer and a controlling shareholder of the Company holding 119,174,651 ordinary shares in the capital of the Company, representing approximately 51.94% of shareholding interests in the Company.

The disclosure of information on the Directors seeking re-election can be found on pages 98 to 102 of this Annual Report.

The Board has not capped the maximum number of listed company board representations each Director may hold as the NC is of the view that the effectiveness of each Director is best assessed by a qualitative assessment of the Director's contributions, after taking into account the Director's other listed company board directorships and other principal commitments, and not guided by a numerical limit. All Directors are required to declare their board representations annually. When a Director has multiple board representations and principal commitments, the NC will ensure the Director is able to adequately carry out his duties as a Director of the Company, regardless of their board representations outside the Group and other principal commitments. The NC has reviewed and is satisfied that Mr Sukhvinder Singh Chopra, Ms Ch'ng Li-Ling, Mr Abuthahir S/O Abdul Gafoor and Mr Ong Kian Soon, who sit on multiple board representatives presently, have been able to devote sufficient time and attention to the affairs of the Company to adequately discharge their duties as Directors of the Company, notwithstanding their multiple board appointments.

In making this assessment, the NC has considered the size and composition of the Board and the nature and size of the Group's operations.

The NC has reviewed the time and attention spent on the Company's affairs, and is satisfied that all the Directors have discharged their duties adequately for the financial year in review.

Each member of the NC has abstained from reviewing and voting on any resolution relating to the assessment of their independence, performance or their re-nomination as Director, or in any matter where they have an interest.

The Company currently does not have any alternate director on Board and none of the Directors hold shares in the subsidiaries of the Company.

Key information regarding the Directors, including their present and past three years' directorships in other listed companies

## CORPORATE GOVERNANCE REPORT

and principal commitments is set out below:

Directors	Age	Board Membership	Date of initial appointment	Date of last re-appointment (if applicable)	Directorships in other listed companies		Principal Commitments
					Current	Past 3 Years	Current
Sukhvinder Singh Chopra	65	Independent Non-Executive Chairman	18 August 2021	27 April 2024	Nil	Nil	<ul style="list-style-type: none"> <li>Executive Director, SGVector Pte. Ltd.</li> <li>Director and Board Member, Love, Nils Ltd.</li> <li>Director and Chairman, Qiji Holding Pte Ltd</li> </ul>
Mohamed Gani Mohamed Ansari	67	Executive Director and CEO	18 August 2021	27 April 2023	Nil	Nil	<ul style="list-style-type: none"> <li>Director, Kalisp Realty Private Limited</li> <li>Director, Onaro Recycling Sdn Bhd</li> <li>Director, Shanaya Environmental Services Pte. Ltd.</li> <li>Director, Singapore Precious Metal Refinery Pte. Ltd.</li> <li>Partner, Yanasha Enterprise (formerly known as Shanaya Recycling)</li> <li>Director, Zym-Tec Earth Pte. Ltd. (formerly known as Plastichem Recycling Pte. Ltd.)</li> </ul>
Ch'ng Li-Ling	54	Independent Non-Executive Director	1 May 2024	29 April 2025	Biolidics Limited	LHN Limited	<ul style="list-style-type: none"> <li>Partner, RHTLaw Asia LLP</li> <li>Non-Executive Director, Qashier Pte. Ltd.</li> <li>Independent Director, Academic Capital Partners Pte. Ltd.</li> </ul>
Abuthahir S/O Abdul Gafoor	62	Independent Non-Executive Director	1 May 2024	29 April 2025	Nil	Nil	<ul style="list-style-type: none"> <li>Executive Director, AAG Corporate Advisory Pte. Ltd.</li> <li>Director, Berjaya Kyoto Development (S) Pte. Ltd.</li> <li>Director, The Masonic Hall Board Ltd.</li> <li>Director, Berjaya Okinawa Investment (S) Pte. Ltd.</li> </ul>

## CORPORATE GOVERNANCE REPORT

Directors	Age	Board Membership	Date of initial appointment	Date of last re-appointment (if applicable)	Directorships in other listed companies		Principal Commitments
					Current	Past 3 Years	Current
Ong Kian Soon	70	Non-Executive & Non-Independent Director	29 December 1998	29 April 2025	New Wave Holdings Ltd.	Nil	<ul style="list-style-type: none"> <li>• Director, Eplus Technologies Pte Ltd</li> <li>• Director, Eplus Technologies Sdn. Bhd.</li> <li>• Director, General Electronics &amp; Instrumentation Corporation Private Limited</li> <li>• Director, Manufacturing Network Pte Ltd</li> <li>• Director, MNPL Aluminium Centre Sdn. Bhd.</li> <li>• Director, MNPL Investments Pte. Ltd.</li> <li>• Director, MSC Aluminium Holdings Pte. Ltd.</li> <li>• Director, Twin Metal Service Centre Sdn. Bhd.</li> <li>• Director, Twin Metal (Penang) Sdn. Bhd.</li> <li>• Director, Alutech Metals Asiatic Pte. Ltd.</li> <li>• Director, MNPL Metals Co., Ltd. (Incorporated in the PRC)</li> <li>• Legal Representative, Alutech Metals Co., Ltd. (Incorporated in the PRC)</li> </ul>

### 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.***

The NC evaluates the Board's performance annually based on established criteria.

Through the NC, the Board has implemented an annual evaluation process to assess the effectiveness of the Board as a whole, the AC and each individual Director. The evaluation process is undertaken as an internal exercise and involves Board members completing a questionnaire covering areas relating to:

- Board structure
- Conduct of Meetings
- Access to information
- Corporate Strategy and Planning
- Risk Management and internal control
- Measuring and monitoring performance

## CORPORATE GOVERNANCE REPORT

- Compensation
- Financial Reporting
- Whistle-blowing
- Communication with shareholders

The evaluation process takes into account the views of each Board member and provides an opportunity for Directors to provide constructive feedback on the workings of the Board including its procedures and processes and whether these may be improved upon.

A collective evaluation exercise was carried out by the NC with the approval of the Board in the financial year under review. Led by the NC Chairman, this collective assessment was conducted by means of a confidential online questionnaire completed by each Director which is collated, analysed and discussed with the NC and the Board. Recommendations to further enhance the effectiveness of the Board are implemented, as appropriate. The Chairman shall act on the results of the performance evaluation and in consultation with members of the NC, propose, where appropriate, new members to be appointed to the Board or seek the resignation of Directors.

The evaluation determined that all Directors had contributed effectively and had demonstrated full commitment to their roles.

For FY2025, the Board has not engaged any external consultant to conduct an assessment of the effectiveness of the Board and the contribution by each individual Director to the effectiveness of the Board. Where relevant, the NC will consider such an engagement.

### REMUNERATION MATTERS

#### Procedures for Developing Remuneration Policies

***Principle 6: The Board has a set of formal and transparent procedures for developing policies on Director and Executive remuneration, and for fixing the remuneration packages of individual Directors and KMP. No Director is involved in deciding his or her own remuneration.***

The RC comprises three (3) Directors; namely, Mr Sukhvinder Singh Chopra (Chairman), Ms Ch'ng Li-Ling and Mr Abuthahir S/O Abdul Gafoor. The Chairman and all members of the RC are non-executive and independent directors.

Mr Abuthahir S/O Abdul Gafoor has given notice of his intention to retire as an Independent Director of the Company after the conclusion of the forthcoming AGM. He will relinquish his role as Member of the RC. The composition of the Board and its Committees will be re-constituted in due course.

The written terms of reference of the RC have been approved and adopted. The key responsibilities of the RC include, to:

- review and recommend to the Board a framework of remuneration that will attract, retain and motivate Directors and KMPs and the specific remuneration packages for each Director (executive, non-executive and independent) as well as for the KMPs;
- review the Company's obligations arising in the event of termination of the Executive Directors and KMPs' contracts of service, to ensure that such clauses are fair and reasonable and not overly-generous;
- consider whether Directors, the CEO and KMPs should be eligible for benefits under share schemes and such other long-term incentive schemes as may from time to time be implemented; and
- consider the disclosure requirements for Directors' and top 5 KMPs' remuneration as required by the Code.

## CORPORATE GOVERNANCE REPORT

The members of the RC are familiar with executive compensation matters as they manage their own businesses and/or in holding other senior management positions and directorships.

As part of its review, the RC shall ensure that the Directors and KMPs are appropriately remunerated based on industry benchmarks and other comparable companies. The RC will also take into consideration the Company's relative performance and the performance of individual Directors.

The RC's recommendations will be submitted for endorsement by the Board. From time to time, the RC, where necessary, will seek advice from the external remuneration consultant in framing the remuneration policy and determining the level and mix of remuneration for Directors and KMPs. The Board did not engage any external remuneration consultant to advise on remuneration matters for FY2025. None of the members of the RC or any Director is involved in deliberations in respect of any remuneration, compensation or any form of benefits to be granted to him/her.

### Level and Mix of Remuneration

***Principle 7: The level and structure of remuneration of the Board and KMPs are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company.***

In its review and recommendations for remuneration and the remuneration framework, the RC ensures that the Directors and KMPs are adequately but not excessively remunerated as compared to industry benchmarks and other comparable companies. In discharging its responsibilities, the RC takes into account the Group's relative performance and the performance of individual Directors and KMPs, linking rewards to corporate and individual performance, ensuring that the remuneration packages are fair and sufficiently competitive to attract, retain and motivate the Directors and KMPs for long-term success of the Company.

Executive Director is paid a basic salary, allowances and performance-related and non-performance related bonuses for his contributions. The performance-related bonus was payable based on both qualitative and quantitative performance criteria. Qualitative criteria included leadership skills, people development, commitment and teamwork. Quantitative performance conditions measure the achievement of individual and corporate performance targets such as sales and profitability targets.

The Non-Executive Directors receive a directors' fee for their effort and time spent, responsibilities and level of contribution to the Board and Board Committees, and are subject to shareholders' approval at the AGM of the Company. The RC also ensures that the remuneration of the Non-Executive Directors is appropriate to their level of contribution and they should not be over-compensated to the extent that their independence is compromised. There are no share-based compensation schemes in place for Non-Executive Directors. No Director is involved in deciding his or her own remuneration package.

The Group had entered into service agreements of employment with the KMPs. Such service agreements typically provide for the salaries payable to the KMPs, their working hours, medical benefits, annual leave entitlement, grounds for termination and certain restrictive covenants.

All revisions to the remuneration packages for the Directors and KMPs are subject to the review and approval of the Board.

Having reviewed and considered the variable components of the Executive Directors and the KMPs' remuneration, the Company does not use contractual provisions to allow the Company to reclaim incentive components of the remuneration from Executive Directors and KMPs in exceptional circumstances of misstatement of financial results, or of misconduct resulting in significant adverse financial impact to the Group.

## CORPORATE GOVERNANCE REPORT

### 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.**

The Board is of the view that full disclosure of the specific remuneration of each individual Director and CEO is not in the best interests of the Company, taking into account the sensitive nature of the subject, the highly competitive business environment in which the Group operates and the potential negative impact such disclosure will have on the Group. Despite having varied from Provision 8.1(a) of the Code, the Board believes that consistent with the intent of Principle 8 of the Code by disclosing on a named basis and in bands of \$250,000 including the provision of a breakdown in percentage terms, sufficient information has been disclosed for shareholders' understanding with respect to the Group's level and mix of remuneration.

	Base/Fixed Salary %	Non- performance related bonus %	Benefit in kinds %	Directors' Fees %	Total (in dollars) \$
Sukhvinder Singh Chopra	–	–	–	100	25,000
Mohamed Gani Mohamed Ansari	88	7	5	–	268,253
Ong Kian Soon	–	–	–	100	18,000
Ch'ng Li-Ling	–	–	–	100	22,000
Abuthahir S/O Abdul Gafoor	–	–	–	100	24,000

There were only four (4) KMPs (who are not Directors or the CEO of the Company) for FY2025. As such, disclosure was only made in respect of the remuneration of these four KMPs of the Group. A breakdown, showing the level and mix of each of the KMP's remuneration (who are not Directors or the CEO) in bands of \$250,000, or, \$100,000-\$199,999 and \$200,000-\$299,999 for those who are substantial shareholders or spouse of a director, for FY2025 is as set out below:-

Remuneration Band and Name of KMPs	Base/Fixed Salary %	Performance and non- performance related bonus %	Benefit in kinds %	Total %
	–	–	–	100
<b>\$100,000 – \$199,999</b>				
Shitthi Nabesathul Bathuria D/O Abdul Hamid <sup>(1)</sup>	81	7	12	100
Sivakumar Martin S/O Sivanesan <sup>(2)</sup>	81	7	12	100
<b>\$200,000 – \$299,999</b>				
Perumal S/O Gopal <sup>(2)</sup>	78	10	12	100
<b>Below \$250,000</b>				
Loy Suan Choo	80	7	13	100

#### Notes:

<sup>(1)</sup> Ms Shitthi Nabesathul Bathuria D/O Abdul Hamid is the spouse of Mr Mohamed Gani Mohamed Ansari, the Executive Director and CEO of the Company. She is also a substantial shareholder of the Company.

<sup>(2)</sup> A substantial shareholder of the Company.

## CORPORATE GOVERNANCE REPORT

Saved as disclosed in the table above under the remuneration band of \$100,000 – \$199,000, the following employee of the Group was an immediate family member of Mr Mohamed Gani Mohamed Ansari, the Executive Director and CEO of the Company and Ms Shitthi Nabesathul Bathuria D/O Abdul Hamid, a substantial shareholder of the Company. The employee's remuneration does not exceed \$100,000 for FY2025.

<b>Names of Employee</b>	<b>Relationship with Mohamed Gani Mohamed Ansari</b>
Yaesh Amrullah S/O Mohamed Ansari	Son

The Board believes that the disclosure provides sufficient overview of the remuneration of the Group while maintaining confidentiality of the KMP's remuneration matters.

The aggregate remuneration paid to the four (4) KMPs, who are not Directors or CEO, for FY2025 is \$783,522.

On 4 August 2021, the Company has adopted the Shanaya Performance Share Plan ("**Shanaya PSP**") for the granting of share awards to selected employees and directors of the Company and/or its subsidiaries who have attained the age of 21 years. The Shanaya PSP is administered by the Remuneration Committee, comprising the Independent Directors, Mr Sukhvinder Singh Chopra (Chairman), Mr Abuthahir S/O Abdul Gafoor and Ms Ch'ng Li-Ling.

On 6 January 2026, the Company granted awards in respect of 3,840,000 shares pursuant to the Shanaya PSP to selected eligible directors and employees of the Group ("**Share Awards**"), which vested immediately on the date of grant. The following Directors were granted the Share Awards:-

<b>Name of Director</b>	<b>No. of Shares which are the subject of the Share Awards granted</b>
Sukhvinder Singh Chopra	500,000
Ong Kian Soon	300,000

In addition to the Share Awards granted to the directors of the Company above, Share Awards (with 3,040,000 shares comprised in such Share Awards) were granted to selected eligible employees under the Shanaya PSP.

The Company will be seeking shareholders' approval at the forthcoming extraordinary general meeting to be held immediately after conclusion of the AGM for the proposed grant of Share Awards to the controlling shareholders and/or their associates who are either Group employees or Group Executive Directors.

Further details are set out in the Company's circular to the shareholders dated 14 April 2026.

For FY2025, there were no terminations, retirement or post-employment benefits granted to Directors and KMPs.

# CORPORATE GOVERNANCE REPORT

## ACCOUNTABILITY AND AUDIT

### Risk Management and Internal Controls

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

The Board acknowledges that it is responsible for ensuring that Management maintains a sound system of risk management and internal controls to safeguard the shareholders' investments and the Group's assets. At every AC and Board meeting, the AC, together with the Board, reviews the adequacy and effectiveness of the processes from time to time to provide reasonable assurance that assets are safeguarded, proper accounting records are maintained and financial information are reliable.

The Group's control environment provides the foundation upon which all other components of internal controls are built upon. It provides discipline and structure, setting the tone of the organisation and influencing the control consciousness of its staff. A weak control environment foundation hampers the effectiveness of even the best designed internal control procedure.

The Board does not establish a separate Board risk committee as it believes that the current size and complexity of the Group's operations do not merit this. The Board is currently assisted by the AC, the internal auditors and external auditors in carrying out its responsibility of overseeing the Group's risk management framework and policies. Management regularly reviews the Company's business and operational activities to identify areas of significant business risks as well as takes appropriate measures to control and mitigate these risks. It reviews all significant control policies and procedures and highlights all significant matters to the Directors and the AC.

The AC, reviews the adequacy and effectiveness of the Company's internal controls, including financial, operational, compliance and information technology controls, and risk management policies and systems established by the Management on a yearly basis.

The Company's external auditors ("**EA**") are BDO LLP. As part of the annual statutory audit, the EA will also review and highlight any material weaknesses in internal controls over the areas which are significant to the audit. Any material non-compliances or failures in internal controls and recommendations for improvements are reported to the AC by way of a management letter. The AC also reviews the effectiveness of the actions taken on the recommendations made by the EA in this respect, if any.

The Board has adopted the recommendations of the EA set out in the management letters.

For FY2025, the Board has received written assurance ("**Assurance**") from:

- (i) the CEO and the Chief Financial Officer ("**CFO**") that 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
- (ii) the CEO and KMPs that the Company's risk management and internal control systems in place are adequate and effective in addressing the material risks in the Company in its current business environment including material financial, operational, compliance and information technology controls, and risk management systems.

Based on the internal controls established and maintained by the Group, work performed by the external and internal auditors and reviews performed by the Management, various Board Committees and the Assurance received, the Board, with the concurrence of the AC, is of the opinion that the Group's risk management and internal controls systems, which addresses the financial, operational, compliance and information technology controls and risk management systems, were adequate and effective for FY2025. The AC will continue to assess the adequacy and effectiveness of the internal control systems annually.

# CORPORATE GOVERNANCE REPORT

## Audit Committee

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

The AC comprises three (3) Directors; namely, Mr Abuthahir S/O Abdul Gafoor (Chairman), Ms Ch'ng Li-Ling and Mr Sukhvinder Singh Chopra. The Chairman and all members of the AC are non-executive and independent.

Mr Abuthahir S/O Abdul Gafoor has given notice of his intention to retire as an Independent Director of the Company after the conclusion of the forthcoming AGM. He will relinquish his role as Chairman of the AC. The composition of the Board and its Committees will be re-constituted in due course.

The written terms of reference of the AC have been approved and adopted. The key terms of reference of the AC includes, to:

- review with the external auditors and the internal auditors their evaluation of the system of internal accounting controls, the audit plans and the audit report including the adequacy, effectiveness, scope and results of the external audit, the reports on the risk management reviews conducted twice yearly, and the independence and objectivity of the external auditors;
- review the financial statements and statement of financial position and statement of comprehensive income including reviewing the significant financial reporting issues and judgments so as to ensure the integrity of the financial statements of the Company and any announcements relating to the Company's financial performance, before submission to the Board for approval;
- review the internal control procedures, its scope and the results and to ensure co-ordination between the external auditors and the Management; and review the assistance given by Management to the external auditors, and discuss problems and concerns, if any, arising from the interim and final audits;
- review and report to the Board at least annually, on the adequacy and effectiveness of the Company's internal controls;
- review the adequacy and effectiveness of the Company's internal audit function (as applicable);
- review and discuss with the external auditors any suspected fraud or irregularity, or suspected infringement of any relevant laws, rules or regulations, which has or is likely to have a material impact on the Group's operating results and/or financial position, and the Management's response;
- make recommendation to the Board on the proposals to the shareholders on the appointment, re-appointment and removal of the external auditors, and approve the remuneration and terms of engagement of the external auditors;
- review interested person transactions (if any) falling within the scope of Chapter 9 of the Rules of Catalist;
- review potential conflicts of interest, if any;
- review the assurance from the CEO and CFO on the financial records and financial statements;
- undertake such other review and projects as may be requested by the Board, and report to the Board its findings from time to time on matters arising and which requires the attention of the AC;
- review the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on;

## CORPORATE GOVERNANCE REPORT

- review significant audit findings reported, recommendations made, and Management's responses thereto, in respect of the internal review of the sustainability reporting process; and
- generally undertake such other functions and duties as may be required by statute or the Rules of Catalist, or by such amendments as may be made from time to time.

The AC also has explicit authority to investigate any matters within its terms of reference, full access to and cooperation by the Management and has full discretion to invite any Director or executive officer to attend its meetings.

All the members of the AC have had many years of experience in business and financial advisory, corporate and finance, investment and senior management positions in different sectors. The Board is of the view that the members of the AC have sufficient management and/or financial expertise and experience to discharge the AC's functions. None of the AC members were previous partners or Directors of the Company's external audit firm or auditing corporation nor does any of them have any financial interest in the audit firm.

The AC has met with the EA, without the presence of Management, in respect of FY2025 audit. Matters discussed include the reasonableness of the financial reporting process, the internal control process, the adequacy of resources, audit arrangements with particular emphasis on the observations and recommendations of the EA, the scope and quality of their audits and the independence and objectivity of the EAs.

The AC had reviewed the audit plan and AC report presented by the EA. The AC also received from the EA regular updates on changes and amendments to accounting standards to enable the AC members to keep abreast of such changes, and issues which have a direct impact on financial statements. Following its review, the AC recommended to the Board for approval, the audited annual financial statements. On a half yearly basis, the AC also reviews the interested person transactions, if any, and the financial results announcements before their submission to the Board for approval.

The AC noted that there were no non-audit services provided by the EA of the Company, BDO LLP for FY2025 and is satisfied with the independence of BDO LLP.

Accordingly, the AC has recommended to the Board the re-appointment of BDO LLP as the Company's EA at the forthcoming AGM. Accordingly, the Company is in compliance with Rules 712, 715 and 716 of the Rules of Catalist in relation to its EAs.

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

### Internal Audit

The key objectives of the internal audit function are as follows:

- review the Group's primary business segment in Singapore in which they operate, on a risk-oriented process based audit;
- appraise Management and report to the AC concerning the adequacy and effectiveness of the system of internal controls; and
- assist the Group to accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

## CORPORATE GOVERNANCE REPORT

The Group outsources its internal audit function to Yang Lee & Associates (“**YLA**” or “**IA**”). YLA is a professional service firm that specialises in the provision of Internal Audit, Enterprise Risk Management and Sustainability Reporting advisory services. The firm was set up in the year 2005 and currently maintains a diverse outsourced internal audit portfolio of SGX-ST listed companies across different industries including distribution, manufacturing, services, food & beverage, trading, retail and property development industries. YLA is a corporate member of the Institute of Internal Auditors Singapore and is staffed with professionals with sufficient expertise in corporate governance, risk management, internal controls, and other relevant disciplines.

The IA engagement team comprises two (2) Directors, one (1) Manager and is supported by two (2) Associates. Each of the two (2) Directors has more than thirty years of relevant experience whilst the Manager has more than fifteen years of relevant experience. The Engagement Director and Manager are both certified as Certified Internal Auditor by the Institute of Internal Auditors. The IA is guided by the International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors in carrying out the internal audit review.

The AC is responsible for the appointment, evaluation, termination and remuneration of the professional service firm or corporation to which the internal audit function of the Company is sourced.

The IA reports directly to the AC and has unfettered access to all Group’s documents, records, properties and personnel, including access to the AC, and has full appropriate standing within the Company and full cooperation of the Company.

The AC reviews and approves the annual internal audit plan to ensure the adequacy of the scope of audit. It also oversees the implementation of the internal audit plan and ensures that Management provides the necessary co-operation to enable the IA to perform its function.

The IA completed one review during FY2025 in accordance with the risk-aligned internal audit plan approved by the AC. The findings and recommendations of the IA, Management’s responses, and Management’s implementation of the recommendations have been reviewed and discussed with the AC.

The AC met with the IA without presence of the Management in relation to the work done for the financial year under review. The AC has reviewed and is satisfied with the independence, adequacy and effectiveness of the internal audit function for FY2025.

### Whistleblowing Policy

The Company has, with the help of the AC, formulated the guidelines for a whistle-blowing policy to provide a channel for employees of the Group to report in good faith and in confidence their concerns about possible improprieties in the matter of financial reporting or in other matters. The objective of the policy is to ensure that there is independent investigation of such matters and that appropriate follow up actions will be taken. The employee could report his concerns via email directly to [auditcom@shanaya.com.sg](mailto:auditcom@shanaya.com.sg) for the attention of the AC members. The whistle-blowing policy shall not be prejudiced in his position in any way as a result of such reporting, and the identity of the whistle-blower will be kept confidential. The whistle-blower who has not himself or herself engaged in serious misconduct or illegal conduct shall be protected from any forms of harassment, retaliation, and in the case of an employee of the Group, any adverse employment or career advancement consequence or discrimination, including but not limited to demotion, dismissal or reduction of compensation or privileges of employment.

The AC is in charge of overseeing and monitoring the function and handling of matters being reported through the whistle-blowing system, including ensuring that any investigation and follow-up procedures are taken, if any. The AC reports to the Board on such matters at the Board meetings, or as and when necessary. Should the AC receive reports relating to serious offences and/or criminal activities in the Group, the AC and the Board have access to the appropriate external advice where necessary.

No whistle-blowing reports had been received for FY2025.

# CORPORATE GOVERNANCE REPORT

## 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.***

The Company recognises the importance of treating all shareholders fairly and equitably, as well as the responsibility to facilitate the exercise of shareholders' rights, and have the opportunity to communicate their views on matters affecting the Company. All registered shareholders are given the opportunity to participate effectively in and vote at general meetings. Shareholders are informed of shareholders' meetings through notices published via SGXNET, newspaper and the Company's corporate website prior to the meetings with the details of the agenda of the general meetings.

The Company adopts an open and non-discriminatory communication program to promote regular, effective and fair communication with shareholders, for the shareholders to stay informed of the Group's performance, position and prospects. Shareholders are encouraged to attend and participate at the general meetings to ensure a greater level of shareholders' participation. Shareholders are informed of the rules, including voting procedures that govern the general meetings to enable them to participate effectively in and vote at the general meetings. If any shareholders are unable to physically attend the general meetings of the Company, he/she is allowed to appoint up to two (2) proxies to vote on his/her behalf at the general meetings through Proxy Forms submitted in advance. As authentication of shareholder identity information and other related security issues remain a concern, the Company, for the time being, has not amended its Constitution to allow absentia voting at general meetings and such absentia voting will only be possible following careful study to ensure that the integrity of the information and authentication of the identity of shareholders through the web is not compromised.

The Company's forthcoming AGM in respect of FY2025 will be held physically at 3A Tuas South Street 15, Singapore 636845 on 29 April 2026. Shareholders will be able to raise questions and vote in person at the AGM. There will be no option for shareholders to participate virtually. Arrangements relating to the mode of publication of notice of AGM, Annual Report and Proxy Form, attendance at the AGM, submission of questions in advance of, or at, the AGM, addressing of substantial and relevant questions in advance of and/or at the AGM and voting at the AGM by shareholders or their duly appointed proxy(ies), are set out in the Notice of AGM on pages 93 to 97 of this Annual Report.

All Directors and the KMPs shall attend the general meetings, unless in cases of exigencies, and shareholders are given opportunities to ask the Board and Management questions regarding the operations of the Group and in relation to the meeting agenda prior to the respective meetings, and the Company is to answer any relevant questions prior or during the general meetings. All Directors attending the general meetings are to answer any questions relating to the work of their respective Committees. The EAs are also present to address shareholders' queries about the conduct of audit and the preparation and content of the auditors' report. All directors, KMPs and EAs attended the last AGM of the Company held for FY2024.

At the AGM or other general meetings, separate resolutions will be set out as distinct issues for approval by shareholders. All resolutions tabled at general meetings are put to vote by poll, and their detailed results will be announced via SGXNET after the conclusion of the general meetings. Where the resolutions are "bundled", the Company will explain the reasons and material implications in the notice of meeting.

The Company prepares minutes of general meetings which includes key comments and queries from shareholders relating to the agenda of the general meetings, and responses from the Board and Management. The Company's minutes of general meeting(s) will be published in the SGXNET and Company's corporate website within one (1) month of the general meeting.

# CORPORATE GOVERNANCE REPORT

## 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.***

The Company is committed to maintaining high standards of corporate disclosure and transparency and will ensure that all material information is fully disclosed in a timely manner to shareholders in compliance with statutory requirements and the Rules of Catalist. The Company also strives to provide its shareholders a balanced and understandable assessment of the Group's performance, position and prospects. The Company believes that supplying reliable and timely information will strengthen the relationship with its shareholders based on trust and accessibility.

The Company values dialogue sessions with its shareholders and believes in regular, effective and fair communication with shareholders and is committed to hearing shareholders' views and addressing their concerns.

Material information is disclosed in a comprehensive, accurate and timely manner via SGXNET. To ensure a level playing field and provide confidence to shareholders, unpublished price sensitive information is not selectively disclosed. Shareholders are given the opportunity to pose questions to the Board or the Management at the general meetings.

Shareholders are provided with the half-yearly and full year results as well as annual financial reports on a timely manner. In presenting the annual financial statements and half-yearly financial results announcements to shareholders, it is the aim of the Board to provide the shareholders with adequate analysis, explanation and assessment of the Group's financial position and prospects. Financial reports and other price-sensitive information are disseminated to shareholders through announcements via the SGXNET. Notice of general meeting is announced through SGXNET, posted on the Company's corporate website.

The Directors may decide, if the need arises, to organise media/analyst briefings to enable a better appreciation of the Group's performance and developments, which will also act as platforms to solicit and understand the views of shareholders and investors.

Although the Company has not adopted a formal investor relations policy to regularly convey pertinent information to the shareholders, the Board acknowledges its obligation to furnish timely information to shareholders and ensures full disclosure of material information in its Annual Report to comply with statutory requirements and the Rules of Catalist is made. By supplying shareholders with reliable and timely information, the Company is able to strengthen the relationship with its shareholders based on trust and accessibility. The Company has appointed a professional investor relations firm to handle matters pertaining to investor relations and shareholder communications.

## MANAGING STAKEHOLDERS RELATIONSHIPS

### Engagement with Stakeholders

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

The Company has in place an informal investor relations policy which allows for an ongoing exchange of views so as to actively engage and promote regular, effective and fair communication with shareholders. Through an internal assessment, the Company has identified its key stakeholders who could have an impact on the Company's long term sustainability and its service standards are our shareholders, employees, customers, suppliers, regulators as well as the community.

## CORPORATE GOVERNANCE REPORT

Therefore, the Company regularly engaged these stakeholders through various formal and informal means and through different communication channels including formal meetings, telephonic discussions, induction and training programmes for employees, seminars, trade shows and public announcements via SGXNET. Any enquiries from shareholders, analysts or press are handled internally by our Management team (in lieu of a dedicated investor relations team) who observe strict rules against any possible selective disclosure or forecast.

Besides the current AGMs (whether virtual or physical) where shareholders can provide comments and ask questions relevant to the agenda of the meeting, the Company also provides our stakeholders an email to submit feedback and questions through the Company's website at <http://www.shanayagroup.com>.

The Company also believes that its interests are best served if the Company could carefully consider and balance the needs and interests of the material stakeholders. Material information regarding the Company and its subsidiaries are available on demand on the SGXNET and the Company's corporate website at <http://www.shanayagroup.com>. Other general information on the Group such as annual reports, financial results and corporate updates are also released through SGXNET.

More details on the Company's approach to stakeholder engagement will be provided in the Sustainability Report which the Company will release on a stand-alone basis within the stipulated period of four months after its financial year end, i.e. by 30 April 2026. As required by Catalist Rule 711B(3), the Group has subjected its sustainability reporting process to an internal review by Philip Liew & Co.

### Dealings in Securities

In line with Rule 1204(19) of the Rules of Catalist, the Group has adopted an internal compliance code to provide guidance to its officers with regard to dealings in the Company's securities. The code prohibits dealing in the Company's securities by the Company, Directors and employees of the Group while in possession of unpublished price-sensitive information and during the period commencing one (1) month before the announcement of the Company's half year and full year financial results and ending on the date of the announcement of the results. The Company, its Directors and officers of the Group are also not allowed to deal in the Company's securities on short-term considerations. The Directors and officers are also required to adhere to the provisions of the Companies Act and any other relevant regulations with regard to their securities transactions. Directors and officers are also expected to observe insider-trading laws at all times even when dealing with securities within the permitted trading periods.

The Board confirms that for FY2025, the Group has complied with Rule 1204(19) of the Rules of Catalist.

### Material Contracts

Save for the renewal of service agreements between the CEO and KMPs as disclosed in the section entitled "**Key Management**" and the Company, there were no other material contracts of the Company or its subsidiaries involving the interest of the CEO, any Director or controlling shareholder either still subsisting as at 31 December 2025 or if not then subsisting, entered into since the end of the previous financial year.

### Interested Person Transactions

The Company does not have a general shareholders' mandate for interested person transactions pursuant to Rule 920 of the Rules of Catalist.

The AC is satisfied that the review procedures for interested person transactions and the reviews to be made half-yearly by the AC in relation thereto are adequate to ensure that interested person transactions, if any, will be transacted on normal commercial terms and will not be prejudicial to the interests of the Company and its minority shareholders. The Company confirms that there were no interested person transactions of \$100,000 or more entered into during the financial year under review.

## CORPORATE GOVERNANCE REPORT

### Non-Sponsorship Fees

There was no non-sponsorship fees paid/payable to the Company's Sponsor, PrimePartners Corporate Finance Pte. Ltd. for FY2025.

### Update on use of rights issue proceeds

The status of the use of the net proceeds from the rights issue completed during August 2024 as at 31 December 2025 is as follows:

	<b>Amount allocated \$'000</b>	<b>Balance at 25 February 2025 \$'000</b>	<b>Amount re-allocated \$'000</b>	<b>Amount utilised \$'000</b>	<b>Balance at 31 December 2025 \$'000</b>
Intended use of net proceeds <sup>(1)</sup>					
General working capital requirements	1,300	403	63	(466)	-
Acquisition of vehicles and equipment	216	63	(63)	-	-
Total	1,516	466	-	(466)	-

<sup>(1)</sup> Largely relates to payments of employer's CPF contributions, sponsorship and other professional service expenses.

### Sustainability Report

The Group believes that the management of environmental, social and governance (ESG) factors is crucial in ensuring the sustainability and growth of the business in the long run.

The Group intends to publish its standalone FY2025 Sustainability Report in April 2026. The Sustainability Report comprises information relating to the Group's sustainability approach and governance, the material sustainability factors that are relevant to our business and stakeholders, the policies and processes in place to monitor these factors as well as the performance against targets set for each factor.

The Sustainability Report will be publicly accessible on SGXNET.

## DIRECTORS' STATEMENT

The Directors of Shanaya Limited (the "Company") present their statement to the members together with the audited financial statements of the Company and its subsidiaries (the "Group") for the financial year ended 31 December 2025 and the statement of financial position of the Company as at 31 December 2025.

### 1. OPINION OF THE DIRECTORS

In the opinion of the Board of Directors,

- (a) the consolidated financial statements of the Group and the statement of financial position of the Company together with the notes thereon are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of the financial performance, changes in equity and cash flows of the Group for the financial year ended on that date; and
- (b) at the date of this statement and as disclosed in Note 4 to the financial statements, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

### 2. DIRECTORS

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

Sukhvinder Singh Chopra	Independent, Non-Executive Chairman
Mohamed Gani Mohamed Ansari	Executive Director, Chief Executive Officer
Abuthahir S/O Abdul Gafoor	Independent, Non-Executive Director
Ch'ng Li-Ling	Independent, Non-Executive Director
Ong Kian Soon	Non-Independent, Non-Executive Director

### 3. ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES OR DEBENTURES

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, 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.

### 4. DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

According to the Register of Directors' Shareholdings kept by the Company for the purposes of Section 164 of the Singapore Companies Act 1967 (the "Act"), none of the Directors of the Company who held 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 detailed below:

	Number of ordinary shares					
	Shareholdings registered in the name of Directors			Shareholdings in which Directors are deemed to have interests		
	Balance at 1 January 2025	Balance at 31 December 2025	Balance at 21 January 2026	Balance at 1 January 2025	Balance at 31 December 2025	Balance at 21 January 2026
<b>Company</b>						
Mohamed Gani Mohamed Ansari <sup>(1)</sup>	–	–	–	119,174,651	119,174,651	119,174,651
Ong Kian Soon	263,350	263,350	563,350	–	–	–
Sukhvinder Singh Chopra	–	–	500,000	–	–	–

**Note:**

<sup>(1)</sup> Mr Mohamed Gani Mohamed Ansari was appointed a director of the Company on 18 August 2021 and is deemed to be interested in the shares held by his spouse, Ms Shitthi Nabesathul Bathuria D/O Abdul Hamid.

## DIRECTORS' STATEMENT

### 4. DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (CONTINUED)

In accordance with the continuing listing requirements of the Singapore Exchange Securities Trading Limited ("SGX-ST"), the Directors of the Company state that, according to the Register of Directors' Shareholdings, the Directors' interests as at 21 January 2026 in the shares of the Company have changed from those disclosed as at 31 December 2025, and such changes are as set out above.

### 5. SHARE OPTIONS

There were no share options granted by the Company or its subsidiaries during the financial year.

There were no shares issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company or its subsidiaries.

There were no unissued shares of the Company or of its subsidiaries under option as at the end of the financial year.

### 6. AUDIT COMMITTEE

The Audit Committee comprises the following members, who are all Non-Executive Directors and all of whom, including the Chairman, are Independent Directors. The members of the Audit Committee at the date of this statement are:

Abuthahir S/O Abdul Gafoor (Chairman)  
Ch'ng Li-Ling  
Sukhvinder Singh Chopra

The Audit Committee carries out its functions in accordance with Section 201B (5) of the Act, and the Code of Corporate Governance, including the following:

- (i) review with the external auditors and the internal auditors their evaluation of the system of internal accounting controls, the audit plans and the audit report including the adequacy, effectiveness, scope and results of the external audit, the reports on the risk management reviews conducted twice yearly, and the independence and objectivity of the external auditors;
- (ii) review the financial statements and statement of financial position and statement of comprehensive income including reviewing the significant financial reporting issues and judgments so as to ensure the integrity of the financial statements of the Company and any announcements relating to the Company's financial performance, before submission to the Board for approval;
- (iii) review the internal control procedures, its scope and the results and to ensure co-ordination between the external auditors and the Management; and review the assistance given by Management to the external auditors, and discuss problems and concerns, if any, arising from the interim and final;
- (iv) review and report to the Board at least annually, on the adequacy and effectiveness of the Company's internal controls;
- (v) review the adequacy and effectiveness of the Company's internal audit function;
- (iv) review and discuss with the external auditors any suspected fraud or irregularity, or suspected infringement of any relevant laws, rules or regulations, which has or is likely to have a material impact on the Group's operating results and/or financial position, and the Management's response;

## DIRECTORS' STATEMENT

### 6. AUDIT COMMITTEE (CONTINUED)

- (vii) make recommendation to the Board on the proposals to the shareholders on the appointment, re-appointment and removal of the external auditors, and approve the remuneration and terms of engagement of the external auditors;
- (viii) review interested person transactions (if any) falling within the scope of Chapter 9 of the Rules of Catalyst;
- (ix) review potential conflicts of interest;
- (x) review the assurance from the CEO and CFO on the financial records and financial statements;
- (xi) undertake such other review and projects as may be requested by the Board, and report to the Board its findings from time to time on matters arising and which requires the attention of the Audit Committee;
- (xii) review the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on;
- (xiii) review significant audit findings reported, recommendations made, and Management's responses thereto, in respect of the internal review of the sustainability reporting process; and
- (xiv) generally undertake such other functions and duties as may be required by statute or the Rules of Catalyst, or by such amendments as may be made from time to time.

The Audit Committee also has explicit authority to investigate any matters within its terms of reference, full access to and cooperation by the Management and has full discretion to invite any Director or executive officer to attend its meetings.

All the members of the Audit Committee have had many years of experience in business and financial advisory, corporate and finance, investment and senior management positions in different sectors. The Board is of the view that the members of the Audit Committee have sufficient management and/or financial expertise and experience to discharge the Audit Committee's functions. None of the Audit Committee members were previous partners or Directors of the Company's external audit firm or auditing corporation nor does any of them have any financial interest in the audit firm.

The Audit Committee has met with the External Auditor, without the presence of Management, in respect of FY2025 audit. Matters discussed include the reasonableness of the financial reporting process, the internal control process, the adequacy of resources, audit arrangements with particular emphasis on the observations and recommendations of the External Auditor, the scope and quality of their audits and the independence and objectivity of the External Auditors and any matters that may be raised.

The Audit Committee had reviewed the audit plan and Audit Committee report presented by the External Auditor. The Audit Committee also received from the External Auditor regular updates on changes and amendments to accounting standards to enable the Audit Committee members to keep abreast of such changes, and issues which have a direct impact on financial statements. Following its review, the Audit Committee recommended to the Board for approval, the audited annual financial statements. On a half yearly basis, the Audit Committee also reviews the interested person transactions, if any, and the financial results announcements before their submission to the Board for approval.

## DIRECTORS' STATEMENT

### 6. AUDIT COMMITTEE (CONTINUED)

The Audit Committee noted that there were no non-audit services provided by the External Auditor of the Company, BDO LLP for FY2025 and is satisfied with the independence of BDO LLP.

Accordingly, the Audit Committee has recommended to the Board the re-appointment of BDO LLP as the Company's External Auditor at the forthcoming AGM. Accordingly, the Company is in compliance with Rules 712, 715 and 716 of the Rules of Catalist in relation to its External Auditors.

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

### 7. INDEPENDENT AUDITOR

The independent auditor, BDO LLP, has expressed its willingness to accept re-appointment as auditor.

On behalf of the Board of Directors

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Mohamed Gani Mohamed Ansari  
Director      Director

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Sukhvinder Singh Chopra

Singapore  
10 April 2026

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SHANAYA LIMITED

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Shanaya Limited (the "Company") and its subsidiaries (the "Group"), which comprise:

- the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2025;
- 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 material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025, and of its 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 for Public Accountants and Accounting Entities* ("ACRA Code"), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Singapore. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Key Audit Matters

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

#### **Impairment of investment in subsidiaries and recoverability of amounts due from subsidiaries**

As at 31 December 2025, the net carrying amount of the investment in subsidiary, Shanaya Environmental Services Pte Ltd ("SES"), amounted to \$4,780,000. The net amounts due from subsidiaries was \$2,412,000, net of ECL allowance.

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SHANAYA LIMITED

## Key Audit Matters (Continued)

Management performed an impairment assessment as indicators of impairment were identified. The recoverable amount of the investment in subsidiaries was estimated based on the fair value of SES's underlying assets and liabilities, which comprise primarily leasehold land and buildings, plant and equipment, right-of-use assets, associated lease liabilities and borrowings. The fair value less costs of disposal of leasehold land and buildings, plant and equipment and right-of-use assets were determined with the assistance of an independent professional valuer. The determination of fair value involved significant judgement, particularly in selecting and applying valuation methodologies and key assumptions. These included the use of market comparable data and estimates of current replacement costs adjusted for factors such as differences in location, specifications, age and condition of buildings and plant and equipment and other inflationary adjustments.

Management also assessed the expected credit loss ("ECL") on amounts due from the subsidiaries, incorporating forward-looking information, assumptions regarding future economic conditions, and the financial position and repayment ability of the subsidiaries. This assessment resulted in an ECL allowance of \$4,189,000 being recognised during the year.

Given the significance of the carrying amounts and significant management judgements involved in assessing both the recoverable amount of the investment in subsidiaries and the recoverability of amounts due from subsidiaries, we considered this to be a key audit matter.

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## Related Disclosures

Refer to Note 3.2(ii)(iv), Note 5, 6 and 8 to the financial statements.

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## Audit Response

Our procedures included, amongst others, the following:

- Evaluated management's assessment for indicators of impairment relating to the Company's investment in subsidiaries;
- Evaluated management's impairment assessment of the investment in subsidiaries to determine the recoverable amount in accordance with SFRS(I) 1-36;
- Evaluated the methodology and reasonableness of the key assumptions used to determine the recoverable amounts of the investment;
- Assessed the competency, capabilities and objectivity of the valuer as management's expert;
- Evaluated the ECL assessment, including management's consideration of probability of default and loss given default and assessed the subsidiaries' ability to repay amounts due through analysis of financial position, historical repayment patterns, future forecasts of subsidiaries; and
- Evaluated the adequacy of the disclosures in the financial statements.

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SHANAYA LIMITED

## Key Audit Matters (Continued)

### 2 Impairment of property, plant and equipment ("PPE") and right-of-use ("ROU") assets

As at 31 December 2025, the Group's PPE and ROU assets amounted to approximately \$11,507,000, representing 72% of the Group's total assets. These assets mainly comprise leasehold land and buildings, plant and equipment and ROU assets used in the Group's waste management and disposal services and sale of recyclable waste.

During the financial year, indicators of impairment were identified as the Group incurred an adjusted net loss before tax of \$1,201,000 after excluding non-recurring items such as a gain on disposal of leasehold property of \$1,045,000 and a net gain from forfeiture of deposit of \$175,000 in relation to the termination of share subscription, as disclosed in Note 20 to the financial statements.

Management assessed the recoverable amounts of the PPE and ROU assets in accordance with SFRS(I) 1-36 Impairment of Assets with the recoverable amounts determined based on fair value less cost of disposal. Management engaged an independent professional valuer to assist in determining the fair values of these assets. The determination of fair value involved significant judgement, particularly in selecting and applying valuation methodologies and key assumptions. These included the use of market comparable data and estimates of current replacement costs adjusted for factors such as differences in location, specifications, age and condition of buildings and plant and equipment and other inflationary adjustments.

We have determined the impairment assessment of PPE and ROU assets to be a key audit matter given the significant judgement and estimates involved in determining their recoverable amounts.

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### Related Disclosures

Refer to Note 3.2(i), Note 6, 7 and 20 to the financial statements.

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### Audit Response

Our procedures included, amongst others, the following:

- Evaluated management's impairment assessment of the PPE and ROU assets to determine the recoverable amount in accordance with SFRS(I) 1-36;
- Evaluated the appropriateness of valuation methodology applied and assessed the reasonableness of the key assumptions used in determining the recoverable amounts of the assets;
- Assessed the competency, capabilities and objectivity of the valuer as management's expert; and
- Evaluated the adequacy of the related disclosures in the financial statements.

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SHANAYA LIMITED

## 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.

## 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.

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF SHANAYA LIMITED

## Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

- 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal 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 period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Report on Other Legal and Regulatory Requirements

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

The engagement partner on the audit resulting in this independent auditor's report is Tay Kai Yuan, Terence.

### **BDO LLP**

Public Accountants and  
Chartered Accountants

Singapore  
10 April 2026

# STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>ASSETS</b>					
<b>Non-current assets</b>					
Investments in subsidiaries	5	–	–	4,780	4,780
Property, plant and equipment	6	6,979	7,583	–	–
Right-of-use assets	7	4,528	4,851	–	–
Amount due from subsidiaries	8	–	–	4,609	5,355
		11,507	12,434	9,389	10,135
<b>Current assets</b>					
Trade and other receivables	8	2,111	1,726	541	1
Prepayments		529	238	28	61
Cash and bank balances	9	1,896	1,847	374	647
Assets classified as held for sale	10	–	3,422	–	–
		4,536	7,233	943	709
<b>Total assets</b>		16,043	19,667	10,332	10,844
<b>EQUITY AND LIABILITIES</b>					
<b>Equity</b>					
Share capital	11	12,950	12,950	47,070	47,070
Share-based payment reserve	12	–	–	10	10
Reverse acquisition reserve	13	(2,319)	(2,503)	–	–
Capital reserve	13	–	–	3,606	3,606
Accumulated losses		(6,025)	(6,032)	(44,969)	(44,040)
<b>Total equity attributable to owners of the Company</b>		4,606	4,415	5,717	6,646
<b>Non-current liabilities</b>					
Bank borrowings	14	1,901	4,569	–	–
Lease liabilities	15	4,378	4,725	–	–
Non-trade payables	17	1,750	–	1,750	–
Deferred tax liabilities	16	97	85	–	–
		8,126	9,379	1,750	–
<b>Current liabilities</b>					
Trade and other payables	17	800	2,668	2,865	4,198
Bank borrowings	14	1,953	2,197	–	–
Lease liabilities	15	558	528	–	–
Deferred income		–	41	–	–
Liabilities directly associated with assets classified as held for sale	18	–	439	–	–
		3,311	5,873	2,865	4,198
<b>Total liabilities</b>		11,437	15,252	4,615	4,198
<b>Total equity and liabilities</b>		16,043	19,667	10,332	10,844

The accompanying notes form an integral part of these financial statements.

## CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	<b>Note</b>	<b>2025 \$'000</b>	<b>2024 \$'000</b>
Revenue	19	8,000	7,739
<b>Other items of income</b>			
Other income	20	1,433	506
<b>Other items of expense</b>			
Amortisation of right-of-use assets	7	(543)	(559)
Depreciation of property, plant and equipment	6	(1,081)	(1,218)
Employee benefits expense	21	(2,708)	(2,595)
Loss allowance on trade receivables	8	(49)	(86)
Other operating expenses		(4,448)	(4,330)
Finance costs	22	(585)	(739)
<b>Profit/(Loss) before income tax</b>	23	19	(1,282)
Income tax (charge)/credit	24	(12)	61
<b>Profit/(Loss) for the financial year, total comprehensive income attributable to owners of the Company</b>		<u>7</u>	<u>(1,221)</u>
<b>Profit/(Loss) per share, attributable to owners of the Company (cents)</b>			
– Basic and diluted	25	<u>0.00</u>	<u>(0.78)</u>

The accompanying notes form an integral part of these financial statements.

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	<b>Note</b>	<b>Share capital \$'000</b>	<b>Reverse acquisition reserve \$'000</b>	<b>Accumulated losses \$'000</b>	<b>Total equity \$'000</b>
Balance at 1 January 2025		12,950	(2,503)	(6,032)	4,415
Fair value adjustment of the deferred cash consideration pursuant to reverse acquisition		–	184	–	184
Profit for the financial year, representing total comprehensive loss for the financial year		–	–	7	7
Balance at 31 December 2025		<u>12,950</u>	<u>(2,319)</u>	<u>(6,025)</u>	<u>4,606</u>
Balance at 1 January 2024		10,344	(2,448)	(4,811)	3,085
Issuance of new shares pursuant to rights issue	11	2,606	–	–	2,606
Fair value adjustment of the deferred cash consideration pursuant to reverse acquisition		–	(55)	–	(55)
Loss for the financial year, representing total comprehensive loss for the financial year		–	–	(1,221)	(1,221)
Balance at 31 December 2024		<u>12,950</u>	<u>(2,503)</u>	<u>(6,032)</u>	<u>4,415</u>

The accompanying notes form an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	2025 \$'000	2024 \$'000
<b>Operating activities</b>			
Profit/(Loss) before income tax		19	(1,282)
Adjustments for:			
Depreciation of property, plant and equipment	6	1,081	1,218
Amortisation of right-of-use assets	7	543	559
Loss allowance on trade receivables	8	49	86
Gain from disposal of leasehold property classified as held for sale, net	20	(1,045)	–
Impairment of plant and equipment	6	31	–
Gain from disposal of property, plant and equipment, net	20	–	(48)
Interest expense	22	585	739
Operating cash flows before working capital changes		1,263	1,272
Working capital changes:			
Trade and other receivables		(434)	360
Prepayments		(53)	(14)
Trade and other payables		(24)	(397)
Cash generated from operations		752	1,221
Income tax paid		–	–
Net cash from operating activities		752	1,221
<b>Investing activities</b>			
Purchase of property, plant and equipment	6	(728)	(65)
Advance payments for acquisition of property, plant and equipment		(298)	(109)
Proceeds from disposal of leasehold property classified as held for sale	10	4,059	–
Proceeds from disposal of property, plant and equipment	A, 15	240	96
Non-refundable deposit received for intended disposal of leasehold property classified as held for sale		–	41
Net cash from/(used in) investing activities		3,273	(37)
<b>Financing activities</b>			
Proceeds from bank borrowings	A, 14	–	200
Repayment of bank borrowings	A, 14	(2,912)	(1,247)
Repayment of lease obligations	A	(569)	(549)
Interest paid	A	(495)	(609)
Proceeds from rights issue		–	1,731
Payment of rights issue expenses		–	(214)
Net cash used in financing activities		(3,976)	(688)
Net change in cash and cash equivalents		49	496
Cash and cash equivalents at beginning of financial year		1,451	955
Cash and cash equivalents at end of financial year (Note 9)		1,500	1,451

The accompanying notes form an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## Note A: Reconciliation of liabilities arising from financing and investing activities

	Cash flows				Non-cash changes				31.12.2025 \$'000
	1.1.2025 \$'000	Principal Repayments \$'000	Proceeds \$'000	Proceeds from disposal of property, plant and equipment \$'000	Interest paid \$'000	Transfer to liabilities directly associated with assets classified as held for sale \$'000	Liability transferred to buyer upon disposal \$'000	Interest expense \$'000	
<u>Lease liabilities</u>									
Lease liabilities (Note 15)	5,253	(557)	-	240	(197)	-	-	197	4,936
Liabilities directly associated with assets classified as held for sale (Note 18)	439	(12)	-	-	(9)	-	(427)	9	-
	5,692	(569)	-	240	(206)	-	(427)	206	4,936
<u>Borrowing</u>									
Bank borrowings (Note 14)	6,766	(2,912)	-	-	(289)	-	-	289	3,854
	12,458	(3,481)	-	240	(495)	-	(427)	495	8,790

	Cash flows				Non-cash changes				31.12.2024 \$'000
	1.1.2024 \$'000	Principal Repayments \$'000	Proceeds \$'000	Proceeds from disposal of property, plant and equipment \$'000	Interest paid \$'000	Transfer to liabilities directly associated with assets classified as held for sale \$'000	Liability transferred to buyer upon disposal \$'000	Interest expense \$'000	
<u>Lease liabilities</u>									
Lease liabilities (Note 15)	6,241	(549)	-	-	(226)	(439)	-	226	5,253
Liabilities directly associated with assets classified as held for sale (Note 18)	-	-	-	-	-	439	-	-	439
	6,241	(549)	-	-	(226)	-	-	226	5,692
<u>Borrowing</u>									
Bank borrowings	7,813	(1,247)	200	-	(383)	-	-	383	6,766
	14,054	(1,796)	200	-	(609)	-	-	609	12,458

The accompanying notes form an integral part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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

## 1. CORPORATE INFORMATION

### 1.1 General corporate information

Shanaya Limited (the "Company") is incorporated and domiciled in Singapore and its shares are publicly traded on the Catalist of the Singapore Exchange Securities Trading Limited ("SGX-ST"). The Company's registered office and principal place of business is at 3A Tuas South Street 15, Singapore 636845. The Company's registration number is 199804583E.

The principal activity of the Company is that of the provision of management and office administration services on a fee, and investment holding.

The principal activities of the subsidiaries are set out in Note 5 to the financial statements.

The statement of financial position of the Company and the consolidated financial statements of the Group for the financial year ended 31 December 2025 were authorised for issue in accordance with a Directors' resolution dated 10 April 2026.

## 2. MATERIAL ACCOUNTING POLICY INFORMATION

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the provisions of Singapore Companies Act 1967 and Singapore Financial Reporting Standards (International) ("SFRS(I)s") including the related interpretations of ("SFRS(I) INTs") and are prepared under the historical cost convention, except as disclosed in the accounting policies below.

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

The preparation of financial statements in compliance with SFRS(I)s requires management to make judgements, estimates and assumptions that affect the Group's application of accounting policies and reported amounts of assets, liabilities, revenue and expenses. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from estimates. The areas where such judgements or estimates have the most significant effect on the financial statements are disclosed in Note 3 to the financial statements.

#### Changes in accounting policies

#### *New standards, amendments and interpretations effective from 1 January 2025*

On 1 January 2025, the Group adopted the new or amended SFRS(I) and interpretations to SFRS(I) that are mandatory for application for the financial year. The adoption of these standards did not result in significant changes to the Group's accounting policies and had no material impact to the Group's financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 2.1 Basis of preparation of financial statements (Continued)

#### *Changes in accounting policies (Continued)*

#### *New standards, amendments and interpretations issued but not yet effective*

There are a number of standards, amendments to standards, and interpretations, which have been issued that are effective in future accounting periods and the Group has not decided to early adopt. The Group does not expect any of these standards upon adoption will have a material impact to the Group, except as disclosed below:

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

The SFRS(I) 18 replaces SFRS(I) 1-1 Presentation of Financial Statements and provides guidance on presentation and disclosure in financial statements, focus on the statement of profit or loss.

SFRS(I) 18 introduces:

- New structure on statement of profit or loss with defined subtotals;
- Disclosure related to management-defined performance measures (MPMs), which are measures of financial performance based on a total or sub-total required by accounting standards with adjustments made (e.g. "adjusted profit or loss"). A reconciliation of MPMs to the nearest total or subtotal calculated in accordance with accounting standards; and
- Enhanced principles on aggregation and disaggregation of financial information which apply to the primary financial statements and notes in general.

SFRS(I) 18 will take effect on 1 January 2027 and management anticipates that the new requirements will change the current presentation and disclosure in the financial statements. An impact assessment regarding the adoption of SFRS(I) 18 is still underway and has not yet been completed.

### 2.2 Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and its subsidiaries. Subsidiaries are entities over which the Group has control. The Group controls an investee if the Group has power over the investee, exposure to variable returns from the investee, and the ability to use its power to affect those variable returns. Control is reassessed whenever facts and circumstances indicate that there may be a change in any of these elements of control.

Subsidiaries are consolidated from the date on which control is obtained by to the Group up to the effective date on which control is lost, as appropriate.

All intra-group balances and transactions and any unrealised income and expenses arising from intra-group transactions are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides an impairment indicator of the transferred asset.

The financial statements of the subsidiaries are prepared for the same financial year as that of the Company, using consistent accounting policies. Where necessary, accounting policies of subsidiaries are changed to ensure consistency with the policies adopted by the Group.

In the separate financial statements of the Company, investments in subsidiaries are carried at cost, less any impairment loss that has been recognised in profit or loss.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 2.3 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated using the straight-line method to allocate the depreciable amounts of the assets over their estimated useful lives as follows:

Buildings	17 years
Renovation	3 years
Computers	3 years
Furniture and fittings	3 years
Motor vehicles	1 to 10 years
Plant and machinery	3 to 7 years

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

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

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal.

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

### 2.4 Impairment of non-financial assets

At the end of each financial year, the Group reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

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

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

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

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 2.5 Financial assets

The Group classifies its financial assets into one of the categories below, depending 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 shall reclassify its affected financial assets when and only when the Group changes its business model for managing these financial assets. The Group's accounting policy for each category is as follows:

#### Amortised cost

These assets arise principally from the provision of goods and services to customers (e.g. trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment. Interest income from these financial assets is included in interest income using the effective interest rate method.

Impairment allowances for trade receivables are recognised based on the simplified approach within SFRS(I) 9 using the lifetime expected credit losses. During this process, the probability of the non-payment of the trade receivables is assessed. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised on the face of the consolidated statement of comprehensive income. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

Impairment allowances for non-trade receivable including those from subsidiaries is recognised based on a forward-looking expected credit loss model. The methodology used to determine the amount of the provision is based on whether at each reporting date, there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not increased significantly since initial recognition of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those for which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised. Receivables are considered as credit impaired when significant financial difficulties and non-payment of past due balances have occurred.

From time to time, the Group elects to renegotiate the terms of trade receivables due from customers with which it has previously had a good trading history. Such renegotiations will lead to changes in the timing of payments rather than changes to the amounts owed and, in consequence, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

The Group's financial assets measured at amortised cost comprise trade and other receivables (excluding Goods and Services Tax ("GST") receivables) and cash and cash equivalents in the consolidated statements of financial position.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 2.5 Financial assets (Continued)

#### Credit-impaired financial asset

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired include observable data about the following events:

- significant financial difficulty of the receivable;
- breach of contract, such as default or past due event;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

#### Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

### 2.6 Cash and bank balances

Cash and bank balances comprise cash on hand, cash and deposits with banks and financial institutions. Cash and cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. For the purpose of consolidated statement of cash flows, cash and cash equivalents comprise cash on hand, cash at banks net of restricted cash.

### 2.7 Financial liabilities

Financial liabilities are recognised on the statements of financial position when, and only when, the Group becomes parties to the contractual provisions of the financial instruments.

Financial liabilities of the Group are classified as amortised cost.

The accounting policies adopted for financial liabilities classified as amortised cost are set out below:

(i) Trade and other payables

Trade and other payables are recognised initially at cost which represents the fair value of the consideration to be paid in the future, less transaction cost, for goods received or services rendered, whether or not billed to the Group, and are subsequently measured at amortised cost using the effective interest method.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 2.7 Financial liabilities (Continued)

(ii) Bank borrowings

Interest-bearing bank loans and loans from third parties are initially measured at fair value, net of transaction costs and are subsequently measured at amortised cost, using the effective interest method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the Group's accounting policy for borrowing costs (Note 2.12).

Borrowings are presented as current liabilities unless the Group and the Company have the right to defer settlement for at least 12 months after the end of reporting period, in which case they are presented as non-current liabilities.

(iii) Financial guarantee contracts

The Company has issued corporate guarantees to banks for borrowings of a subsidiary and these guarantees qualify as financial guarantees because the Company is required to reimburse the banks if this subsidiary breach any repayment term.

Financial guarantee contract liabilities are measured initially at their fair values, net of transaction costs. Financial guarantee contracts are subsequently measured at the higher of:

- a) premium received on initial recognition less the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15; and
- b) the amount of loss provisions determined in accordance with SFRS(I) 9.

#### *Derecognition of financial liabilities*

Financial liabilities are derecognised when the contractual obligation has been discharged or cancelled or expired. On derecognition of a financial liability, the difference between the carrying amount and the consideration paid is recognised in profit or loss.

When the Group exchanges with the existing lender one debt instrument into another one with substantially different terms, such exchange is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly, the Group accounts for substantial modification of terms of an existing liability or part of it as an extinguishment of the original financial liability and the recognition of a new liability. It is assumed that the terms are substantially different if the discounted present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective rate is at least 10% different from the discounted present value of the remaining cash flows of the original financial liability. The difference between:

- a) the carrying amount of the liability before the modification; and
- b) the present value of the cash flows after modification is recognised in profit or loss as the modification gain or loss within other gains and losses.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 2.8 Leases

*When the Group is the lessee:*

All leases are accounted for by recognising a right-of-use asset and a lease liability except for leases with a duration of twelve months or less.

The payments for short-term leases are recognised as an expense on a straight-line basis over the lease term.

#### Initial measurement

Lease liabilities are measured at the present value of the contractual payments due to the lessor over the lease term, with the discount rate determined by reference to the rate inherent in the lease unless this is not readily determinable, in which case the Group's incremental borrowing rate on commencement of the lease is used.

Variable lease payments are only included in the measurement of the lease liability if it is depending on an index or rate. In such case, the initial measurement of the lease liability assumes the variable element will remain unchanged throughout the lease term. Other variable lease payments are expensed in the period to which they relate.

On initial recognition, the carrying amount of lease liabilities also includes:

- amounts expected to be payable under any residual value guarantee;
- the exercise price of any purchase option granted in favour of the Group if it is reasonably certain to assess that option; and
- any penalties payable for terminating the lease, if the term of the lease has been estimated on the basis of termination option being exercised.

Right-of-use assets are initially measured at the amount of lease liabilities, reduced by any lease incentives received and increased for:

- lease payments made at or before commencement of the lease;
- initial direct costs incurred; and
- the amount of any provision recognised where the Group is contractually required to dismantle, remove or restore the leased asset.

The Group presents the right-of-use assets (excluding those which meet the definition of investment property) and lease liabilities separately from other assets and other liabilities in the statements of financial position.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 2.8 Leases (Continued)

*When the Group is the lessee: (Continued)*

#### Subsequent measurement

Right-of-use assets are subsequently measured at cost less any accumulated depreciation, any accumulated impairment loss and, if applicable, adjusted for any remeasurement of the lease liabilities. The right-of-use assets under cost model are depreciated on a straight-line basis over the shorter of either the remaining lease term or the remaining useful life of the right-of-use assets. If the lease transfers ownership of the underlying asset by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise the purchase option, the right-of-use assets are depreciated over the useful life of the underlying asset. The estimated useful life of right-of-use assets are as follows:

Leasehold land	17 years
Motor vehicles	5 years
Plant and machinery	5 years

The carrying amount of right-of-use assets are reviewed for impairment when events or changes in circumstances indicate that the right-of-use asset may be impaired. The accounting policy on impairment is as described in Note 2.4 to the financial statements.

Subsequent to initial measurement, lease liabilities are adjusted to reflect interest charged at a constant periodic rate over the remaining lease liabilities, lease payment made and if applicable, account for any remeasurement due to reassessment or lease modifications.

After the commencement date, interest on the lease liabilities and variable lease payments not included in the measurement of the lease liabilities are recognised in profit or loss, unless the costs are eligible for capitalisation in accordance with other applicable standards.

When the Group revises its estimate of any lease term (i.e. probability of extension or termination option being exercised), it adjusts the carrying amount of the lease liability to reflect the payments over the revised term. The carrying amount of lease liabilities is similarly revised when the variable element of the future lease payment dependent on a rate or index is revised. In both cases, an equivalent adjustment is made to the carrying amount of the right-of-use assets. If the carrying amount of the right-of-use assets is reduced to zero and there is a further reduction in the measurement of lease liabilities, the remaining amount of the remeasurement is recognised directly in profit or loss.

When the Group renegotiates the contractual terms of a lease with the lessor, the accounting treatment depends on the nature of the modification:

- If the renegotiation results in one or more additional assets being leased for an amount commensurate with the standalone price for the additional right-of-use obtained, the modification is accounted for as a separate lease in accordance with the above policy;
- In all other cases where the renegotiation increases the scope of the lease (i.e. extension to the lease term, or one or more additional assets being leased), the lease liability is remeasured using the discount rate applicable on the modification date, with the right-of-use asset being adjusted by the same amount;

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 2.8 Leases (Continued)

When the Group is the lessee: (Continued)

Subsequent measurement (Continued)

- If the renegotiation results in a decrease in scope of the lease, both the carrying amount of the lease liability and right-of-use asset are reduced by the same proportion to reflect the partial or full termination of the lease with any difference being recognised in profit or loss. The lease liability is then further adjusted to ensure its carrying amount reflects the amount of the renegotiated payments over the renegotiated term, with the modified lease payments discounted at the rate applicable on the modification date. The right-of-use asset is adjusted by the same amount.

For lease contracts that convey a right to use an identified asset and require services to be provided by the lessor, the Group has elected to account for the entire contract as a lease. The Group does not allocate any amount of contractual payments to, and account separately for, any services provided by the lessor as part of the contract.

### 2.9 Revenue recognition

Revenue is recognised when a performance obligation is satisfied. Revenue is measured based on consideration of which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties (i.e. sales related taxes). The consideration promised in the contracts with customers may include fixed amounts, variable amounts or both. Most of the Group's revenue is derived from fixed price contracts and therefore the amount of revenue earned for each contract is determined by reference to these fixed prices.

Provision of waste management and disposal services

Revenue from the provision of waste management and disposal services are recognised at a point in time when the services are performed. There is no element of significant financing component in the Group's revenue transactions as customers are required to pay within a credit term ranging from 30 to 90 days.

Sale of recyclable waste

Revenue from the sale of recyclable waste is recognised at a point in time when the recyclable materials are delivered to the customer.

### 2.10 Government grants

Government grants are recognised at the fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grants relate to expenditures, which are not capitalised, the fair value of grants are credited to profit or loss. Such grants are presented under "Other income".

Grants which are receivable in relation to expenses to be incurred in the subsequent financial period, are included as government grant receivables and deferred government grant income, classified as current assets and current liabilities respectively.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 2.11 Employee benefits

#### *Defined contribution plans*

Contributions to defined contribution plans are recognised as expenses in profit or loss in the same financial year as the employment that gives rise to the contributions.

#### *Employee leave entitlement*

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

### 2.12 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Borrowing costs on general borrowings are capitalised by applying a capitalisation rate to construction or development expenditures that are financed by general borrowings.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised as expenses in profit or loss in the financial year in which they are incurred. Borrowing costs are recognised on a time-proportion basis in profit or loss using the effective interest method.

### 2.13 Taxes

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

#### Current income tax

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

Current income taxes are recognised in profit or loss.

#### Deferred tax

Deferred tax is recognised on all temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method.

Deferred tax liabilities are recognised for all taxable temporary differences associated with investments in subsidiaries, except where the Group is able to control the timing of reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the temporary difference can be utilised.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 2.13 Taxes (Continued)

#### Deferred tax (Continued)

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

Deferred tax assets and liabilities are measured using the tax rates expected to apply for the period when the asset is realised or the liability is settled, based on tax rate and tax law that have been enacted or substantially enacted by the end of financial year. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects to recover or settle its assets and liabilities.

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

Deferred tax is recognised in profit or loss.

#### Sales tax

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

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

The net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statements of financial position.

### 2.14 Foreign currencies

In preparing the financial statements of the Company, transactions in currencies other than the entity's functional currency ("foreign currencies") are recorded at the rates of exchange prevailing on the date of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are re-translated at the rates prevailing at the end of the reporting period. Non-monetary items carried at fair value that are denominated in foreign currencies are re-translated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not re-translated.

Exchange differences arising on the settlement of monetary items and on re-translating of monetary items are recognised in profit or loss for the financial year. Exchange differences arising on the re-translation of non-monetary items carried at fair value are recognised in profit or loss for the financial year.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 2.14 Foreign currencies (Continued)

A contingent liability is:

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

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

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

### 2.16 Assets held for sale

Assets are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of reclassification.

Assets held for sale are measured at the lower of the asset's previous carrying amount and fair value less costs to sell. The assets are not depreciated or amortised while classified as held for sale. Any impairment loss on initial classification and subsequent measurement is recognised as an expense. Any subsequent increase in fair value less costs to sell (not exceeding the accumulated impairment loss that has been previously recognised) is recognised in profit or loss.

## 3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 2 to the financial statements, management made judgements, estimates and assumptions about the carrying amounts of assets and liabilities that were not readily apparent from other sources. The estimates and associated assumptions were based on historical experience and other factors that were considered to be reasonable under the circumstances. Actual results may differ from these estimates.

These estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

### 3.1 Critical judgements made in applying the accounting policies

In the process of applying the accounting policies, the management is of the opinion that there are no critical judgements involved that have a significant effect on the amounts recognised in the financial statements, except as discussed below.

#### *Commencement of depreciation for property, plant and equipment*

In determining the commencement date for depreciation, critical judgement is required to determine the assets' readiness for their intended use, by taking into consideration the location and condition of the asset for it to be operating in a manner intended by management.

For an asset to be deemed in a condition for intended use, the technical specification of these assets must be met and this often requires management to exercise their judgement to appropriately identify the relevant components (of the specific asset) that need assembling in order to achieve the intended use of that specific asset.

As at the end of the financial year, the total property, plant and equipment that have not commenced depreciation amounted to approximately \$351,000 (2024: \$349,000).

### 3.2 Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the financial year that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities and reported amounts of revenue and expenses within the next financial year, are discussed below.

#### (i) *Impairment of investments in subsidiaries*

At the end of each reporting period, an assessment is made on whether there is indication that the investments in subsidiaries are impaired. For those subsidiaries with indication of impairment, the recoverable amounts of these assets and where applicable, cash-generating units ("CGU") have been determined based on higher of value-in-use calculations or fair value less cost of disposal ("FVLCO") using the key assumptions as disclosed in Note 5 to the financial statements. The carrying amount of the Company's investment in subsidiaries as at 31 December 2025 is disclosed in Note 5 to the financial statements.

#### (ii) *Loss allowance on trade receivables*

Management determines the expected loss arising from default for trade receivables by categorising them based on the Group's historical credit loss experience and past due status of the trade receivables. Notwithstanding the above, the Group evaluates the expected credit loss on customers in financial difficulties separately. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

The carrying amount of the Group's trade receivables as at 31 December 2025 is disclosed in Note 8 to the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

### 3.2 Key sources of estimation uncertainty (Continued)

#### (ii) *Loss allowance on trade receivables* (Continued)

The Company is required to assess and recognise a loss allowance for expected credit losses on amounts due from subsidiaries in accordance with three-stage impairment model. Management has made the assessment based on whether there has been a significant increase in the credit risk of amounts due from subsidiaries since its initial recognition. Subsequently, determine the amount of allowance to be recognised either based on 12-month expected credit loss or lifetime expected credit loss as well as the amount of interest revenue, if any, to be recognised in future periods.

Management's assessment includes judgement reflecting all relevant evidence including the subsidiaries' financial performance, cash position as well as any breach of external financial covenant. The Company continues to monitor the financial performance and financial position of this counterparty to assess the recoverability of the outstanding balance. The credit risk relating to amounts due from subsidiaries is disclosed in Note 30.1 to the financial statements.

The carrying amount of the Company's amounts due from subsidiaries as at 31 December 2025 is disclosed in Note 8 to the financial statements.

#### (iii) *Impairment of property, plant and equipment ("PPE") and right-of-use ("ROU") assets*

The Group assesses whether there are any indicators of impairment for its PPE and ROU assets at each reporting date. PPE and ROU assets are tested for impairment when there are indicators that the carrying amount may not be recoverable.

During the financial year, indicators of impairment were identified as the Group incurred an adjusted net loss before tax of \$1,201,000 after excluding non-recurring items such as a gain on disposal of leasehold property of \$1,045,000 and a net gain from forfeiture of deposit of \$175,000 in relation to the termination of share subscription. Management engaged a professional valuer to assist them in determining the fair value of these assets. The fair value was mainly determined by:

- the selling price of comparable properties in similar locations adjusted for location, size, design and layout, tenure, age and condition of property, dates of transactions amongst other relevant factors; and
- estimated present cost of reproducing or replacing the existing assets and other improvements on the assets with comparable new ones.

An impairment loss of \$31,000 (2024: Nil) was recognised from the review as the recoverable amounts were lower than the carrying amounts.

The carrying amounts of the Group's PPE and ROU assets as at 31 December 2025 are disclosed in Note 6 and 7 to the financial statements, respectively.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 4. GOING CONCERN ASSUMPTIONS

The management assesses whether there are any indicators of going concern matter at each reporting date. The Group and Company recorded adjusted net loss before tax of \$1,201,000 and \$1,980,000 respectively, after excluding non-recurring items such as a gain on disposal of leasehold property of \$1,045,000 and a net gain from forfeiture of deposit of \$175,000 in relation to the termination of share subscription for the financial year ended 31 December 2025 and as of that date, the Group and Company had cash and bank balances of \$1,896,000 and \$374,000, while the Group had total lease liabilities and bank borrowings of approximately \$4,936,000 and \$3,854,000, of which \$558,000 and \$1,953,000 are repayable within the next 12 months. As of 31 December 2025, the Company is in net current liabilities position of \$1,922,000. These conditions are indications of liquidity risk and could affect the Group's and Company's ability to continue as a going concern and to meet their obligations as and when due.

Management has prepared a cash flow forecast, approved by the Board, which demonstrates that the Group and Company have sufficient resources to meet their debt obligations as and when due 16 months after year end. Management also performed a loan covenant assessment to ensure compliance with the loan covenants. There were no breaches during the financial year.

Therefore, the Directors of the Group and Company are of the view that it is reasonable to prepare the financial statements of the Group and Company for the financial year ended 31 December 2025 on a going concern basis.

### 5. INVESTMENTS IN SUBSIDIARIES

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Unquoted equity shares, at cost	21,877	21,877
Allowances for impairment losses	(17,097)	(17,097)
	4,780	4,780

As at the end of the financial year, the management performed an impairment assessment on the Company's investment in subsidiary, Shanaya Environmental Services Pte Ltd ("SES"), as impairment indicators were identified. The recoverable amount of the investment in SES was determined based on the fair value less cost of disposal, which was assessed to be higher than its value in use.

In estimating the fair value less costs of disposal, the Company assessed the fair value of SES's underlying assets and liabilities which comprise primarily leasehold land and buildings, plant and equipment, right-of-use assets, associated lease liabilities and borrowings. The fair value less costs of disposal of leasehold land and buildings, plant and equipment and right-of-use assets were determined with the assistance of an independent professional valuer (Note 6) and is classified as Level 3 in the fair value hierarchy, reflecting unobservable inputs. The determination of fair value involved significant judgement, particularly in selecting and applying valuation methodologies and key assumptions. These included the use of market comparable data and estimates of current replacement costs adjusted for factors such as differences in location, specifications, age and condition of buildings and plant and equipment and other inflationary adjustments.

As at the end of the financial year, the recoverable amount of the CGU based on fair value cost of disposal was approximately \$4,780,000 which is in line with its carrying amount. No additional impairment loss was recognised during the financial year.

In the prior financial year, the recoverable amount of the Company's investment in SES was assessed to be approximately \$4,780,000 based on using a value-in-use approach, which exceeded its fair value less costs of disposal. Accordingly, an impairment loss of \$1,089,000 was recognised in respect of the Company's cost of investment in SES.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 5. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

In assessing value in use calculations, management-approved discounted cash flow projections covering a period of 3 years and projected to terminal year were used. Management assessed that the 3 years cash flows and projection to terminal year for the financial forecast of the CGU is appropriate considering management's plan for its business plan in the near future.

Key assumptions used for value-in-use calculations:

### 31 December 2024

Revenue growth rates	1.53% to 36.0%
Pre-tax discount rate	<u>13.32%</u>

Revenue growth rates – The forecasted growth rates are based on management's expectations for the CGU with reference to the historical trends, expected commencement of new revenue streams as well as average growth rates of the industry.

Pre-tax discount rate – Management estimates discount rate that reflect current market assessments of the time value of money and the risks specific to the CGU.

### *Sensitivity analysis*

As at the end of the financial year ended 31 December 2024, based on management's assessment of the CGUs, a change of 100 basis points to the key assumptions applied would cause the recoverable amount to fluctuate as below:

	<b>Increase/ (Decrease) in recoverable amount \$'000</b>
Revenue growth rates	
– Increase in 100 basis points	101
– Decrease in 100 basis points	(85)
Pre-tax discount rate	
– Increase in 100 basis points	(1,176)
– Decrease in 100 basis points	1,394

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 5. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

*Sensitivity analysis* (Continued)

Movements in allowances for impairment losses:

	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Balance at beginning of financial year	17,097	16,008
Impairment loss recognised during the financial year	–	1,089
Balance at end of financial year	<u>17,097</u>	<u>17,097</u>

The particulars of the significant subsidiaries are as follows:

<b>Name of company</b>	<b>Place of incorporation/ registration and principal place of business</b>	<b>Principal activities</b>	<b>Proportion of ownership interest held by the Group</b>	
			<b>2025</b>	<b>2024</b>
			<b>%</b>	<b>%</b>
<b><i>Held by the Company</i></b>				
Shanaya Environmental Services Pte. Ltd. <sup>(1)</sup>	Singapore	Collection of waste and waste management	100	100
<b><i>Held by Shanaya Environmental Services Pte. Ltd.</i></b>				
Shanaya Engineering Pte. Ltd. <sup>(1)</sup>	Singapore	Wrecking and demolition works and electrical works	100	100

Notes:

<sup>(1)</sup> Audited by BDO LLP, Singapore

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 6. PROPERTY, PLANT AND EQUIPMENT

Group	Buildings \$'000	Renovation \$'000	Computers \$'000	Furniture and fittings \$'000	Motor vehicles \$'000	Plant and machinery \$'000	Total \$'000
<b>Cost</b>							
Balance at 1 January 2025	6,411	256	94	29	1,060	4,031	11,881
Additions	–	30	3	–	259	436	728
Disposal	–	–	–	–	(225)	–	(225)
Balance at 31 December 2025	6,411	286	97	29	1,094	4,467	12,384
<b>Accumulated depreciation and impairment</b>							
Balance at 1 January 2025	1,579	237	92	29	664	1,697	4,298
Depreciation charge	441	17	1	–	135	487	1,081
Impairment loss	–	–	–	–	–	31	31
Disposal	–	–	–	–	(5)	–	(5)
Balance at 31 December 2025	2,020	254	93	29	794	2,215	5,405
<b>Carrying amount</b>							
Balance at 31 December 2025	4,391	32	4	–	300	2,252	6,979

In 2025, the impairment loss of \$31,000 (2024: Nil) was recognised in the consolidated statement of comprehensive income during the year. The loss was determined based on the recoverable amount of SES, as a CGU, calculated as the higher of its value in use and fair value less costs of disposal.

As at the end of the financial year, the recoverable amount was determined based on the fair value less costs of disposal, with the assistance of an independent professional valuer. The determination of fair value involved significant judgement, particularly in selecting and applying valuation methodologies and key assumption. These included the use of market comparable data and estimates of current replacement costs adjusted for factors such as differences in location, specifications, age and condition of buildings and plant and equipment and other inflationary adjustments.

As of 31 December 2025, included in plant and equipment is a carrying amount of \$351,000 (2024: \$349,000) which have not commenced depreciation as the assets are not yet ready for their intended use, pending the approval of official licenses from The National Environment Agency.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 6. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group	Buildings \$'000	Renovation \$'000	Computers \$'000	Furniture and fittings \$'000	Motor vehicles \$'000	Plant and machinery \$'000	Total \$'000
<b>Cost</b>							
Balance at 1 January 2024	10,440	350	94	29	805	4,103	15,821
Additions	-	1	-	-	-	64	65
Disposals	-	-	-	-	(224)	(106)	(330)
Reclassification from right-of-use assets (Note 7)	-	-	-	-	479	-	479
Reclassification to assets classified as held for sale (Note 10)	(4,029)	(95)	-	-	-	(30)	(4,154)
Balance at 31 December 2024	6,411	256	94	29	1,060	4,031	11,881
<b>Accumulated depreciation</b>							
Balance at 1 January 2024	2,103	231	83	26	462	1,349	4,254
Depreciation charge	535	69	9	3	125	477	1,218
Disposals	-	-	-	-	(177)	(105)	(282)
Reclassification from right-of-use assets (Note 7)	-	-	-	-	254	-	254
Reclassification to assets classified as held for sale (Note 10)	(1,059)	(63)	-	-	-	(24)	(1,146)
Balance at 31 December 2024	1,579	237	92	29	664	1,697	4,298
<b>Carrying amount</b>							
Balance at 31 December 2024	4,832	19	2	-	396	2,334	7,583

For the purpose of the consolidated statement of cash flows, the Group's additions to property, plant and equipment during the financial years were financed as follows:

	Group	
	2025 \$'000	2024 \$'000
Cash payments to purchase property, plant and equipment	728	65

As at each reporting date, the carrying amounts of the property, plant and equipment pledged as security to secure bank loans granted (Note 14) were as follows:

	Group	
	2025 \$'000	2024 \$'000
Buildings	4,391	4,832
Plant and machinery	-	1,705
	4,391	6,537

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 6. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Particulars of the buildings held by the Group are as follows:

Location	Description	Usage	Tenure
3A Tuas South Street 15 Singapore 636845	Part single/part 2-storey single-user general industrial factory with ancillary office with land area of 8,829.6 square metres	Collection, storage, sorting and disposal of general waste; treatment of oil sludge, oily water, and spent chemicals; temporary storage of pyrotechnics for safe disposal; recycling of wastes; and regeneration of traction batteries	17 years and 7 months commencing from 15 May 2018

### 7. RIGHT-OF-USE ASSETS

	Leasehold lands \$'000	Motor vehicles \$'000	Plant and machinery \$'000	Total \$'000
<b>Group</b>				
Balance at 1 January 2025	3,758	844	249	4,851
Addition	–	220	–	220
Amortisation charges	(342)	(133)	(68)	(543)
Balance at 31 December 2025	3,416	931	181	4,528
Balance at 1 January 2024	4,525	1,206	317	6,048
Amortisation charges	(354)	(137)	(68)	(559)
Transferred to property, plant and equipment (Note 6)	–	(225)	–	(225)
Transferred to assets classified as held for sale	(413)	–	–	(413)
Balance at 31 December 2024	3,758	844	249	4,851

#### Restrictions

Included in the above, motor vehicles and plant and machinery with carrying amounts of \$931,000 (2024: \$844,000) and \$181,000 (2024: \$249,000) respectively, are pledged as security in respect of the lease liabilities of \$541,000 (2024: \$523,000) and \$109,000 (2024: \$168,000) (Note 15) respectively. The motor vehicles and plant and machinery will be returned to the lessor in the event of default by the Group.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 8. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<u>Non-current</u>				
Amounts due from subsidiaries	-	-	8,798	5,355
Less: loss allowance for receivables	-	-	(4,189)	-
	-	-	4,609	5,355
<u>Current</u>				
Trade receivables				
- third parties	2,061	1,739	-	-
- less: loss allowance for trade receivables	(271)	(222)	-	-
	1,790	1,517	-	-
Non-trade receivables				
- third parties	28	-	-	-
- subsidiary	-	-	540	-
Deposits	224	138	1	1
GST receivables	69	71	-	-
	2,111	1,726	541	1

The non-current amount due from subsidiary is unsecured, non-interest bearing and repayable on demand. As at 31 December 2025 and 31 December 2024, the balance is classified as non-current as the balance is only expected to be realised after 12 months.

The carrying amount of the non-current amount due from subsidiary approximates their fair value as it is discounted at market interest rate of 5% (2024: 5%).

Trade receivables from third parties are unsecured, non-interest bearing and generally on 30 to 90 (2024: 30 to 90) days credit terms.

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

#### Trade receivables

Movements in loss allowance on the Group's trade receivables are as follows:

	Group	
	2025 \$'000	2024 \$'000
Balance at beginning of the financial year	222	136
Loss allowance made during the financial year	49	86
Balance at end of financial year	271	222
Comprising:		
- non-credit impaired	39	39
- credit impaired	232	183
Balance at end of financial year	271	222

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 8. TRADE AND OTHER RECEIVABLES (CONTINUED)

As at 31 December 2025, the Group has credit-impaired trade receivables of \$232,000 (2024: \$183,000) as these customers are in financial difficulties. Trade and other receivables are denominated in Singapore dollar.

#### Amounts due from subsidiaries

Movement in the loss allowance of the non-current amount due from subsidiaries are as follows:

	<b>Non-credit impaired</b>			
	<b>No significant increase in credit risk<sup>(1)</sup> \$'000</b>	<b>Significant increase in credit risk<sup>(2)</sup> \$'000</b>	<b>Credit- impaired \$'000</b>	<b>Total \$'000</b>
31 December 2025				
At 1 January	–	–	–	–
Loss recognised in profit or loss	–	3,815	374	4,189
At 31 December	–	3,815	374	4,189

<sup>(1)</sup> Loss allowance is measured at an amount equal to 12-month expected credit losses

<sup>(2)</sup> Loss allowance is measured at an amount equal to lifetime expected credit losses

### 9. CASH AND BANK BALANCES

	<b>Group</b>		<b>Company</b>	
	<b>2025 \$'000</b>	<b>2024 \$'000</b>	<b>2025 \$'000</b>	<b>2024 \$'000</b>
Cash at bank	1,895	1,843	374	647
Cash in hand	1	4	–	–
Cash and bank balances as per statement of financial position	1,896	1,847	374	647
Restricted cash	(396)	(396)	–	–
Cash and cash equivalents as per statement of cash flows	1,500	1,451	374	647

Restricted cash pertains to bank balances held by the bank for the banking facilities granted.

Cash and bank balances are denominated in Singapore dollar.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 10. ASSETS CLASSIFIED AS HELD FOR SALE

	<b>2025</b> <b>\$'000</b>	<b>2024</b> <b>\$'000</b>
Leasehold property	–	2,970
Leasehold land	–	413
Plant and equipment and renovations associated with leasehold property	–	39
Balance at end of financial year	–	3,422

During the financial year ended 31 December 2024, the Group entered into an option-to-purchase agreement to sell its leasehold property located at 27 Kian Teck Drive, Singapore 628844, to a third party for a sales consideration of \$4,100,000. The property, including the associated plant and equipment as well as renovations and the right-of-use assets were then reclassified to "Assets classified as held for sale".

During the current financial year, the assets classified as held for sale and the liabilities directly associated with assets classified as held for sale (as disclosed in Note 18) were derecognised following completion of the Group's disposal of leasehold property:

	<b>2025</b> <b>\$'000</b>
Proceeds from disposal of the leasehold property received in FY2025	4,059
Add: Non-refundable deposit in respect of the disposal received in FY2024	41
Total consideration received in respect of the disposal	4,100
Less: Expenses incurred for the disposal	(60)
Less: Derecognition of assets classified as held for sale	(3,422)
Add: Derecognition of liabilities directly associated with assets classified as held for sale (Note 18)	427
Gain from disposal of leasehold property classified as held for sale	1,045

### 11. SHARE CAPITAL

	<b>2025</b>		<b>Group</b>		<b>2024</b>	
	<b>Number of ordinary shares '000</b>	<b>\$'000</b>	<b>Number of ordinary shares '000</b>	<b>\$'000</b>	<b>Number of ordinary shares '000</b>	<b>\$'000</b>
<b>Issued and fully paid:</b>						
Balance at beginning of financial year	225,628	12,950	112,814		10,344	
Shares issued pursuant to rights issue	–	–	112,814		2,606	
Balance at end of financial year	225,628	12,950	225,628		12,950	

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 11. SHARE CAPITAL (CONTINUED)

	Company			
	2025		2024	
	Number of ordinary shares '000	\$'000	Number of ordinary shares '000	\$'000
<b>Issued and fully paid:</b>				
Balance at beginning of financial year	225,628	47,070	112,814	44,464
Shares issued pursuant to rights issue	–	–	112,814	2,606
Balance at end of financial year	225,628	47,070	225,628	47,070

The ordinary shares have no par value, carry one vote per share without restrictions and their holders are entitled to receive dividends when declared by the Company. On 5 August 2024, the Company issued 112,814,000 new ordinary shares for a total consideration of \$2,820,000, comprising \$1,731,000 in actual proceeds from the rights issue and \$1,089,000 offset against a loan due to shareholders, with an additional \$214,000 allocated to rights issue expenses.

The Company did not have any outstanding treasury shares or subsidiary holdings as at 31 December 2025 and 31 December 2024.

The Company has no outstanding options and convertible securities as at 31 December 2025 and 31 December 2024.

As disclosed in Note 31, the Company issued share awards subsequent to the financial year end.

## 12. SHARE-BASED PAYMENT RESERVE

The share-based payment reserve represents the fair value of the shares transferred by a former Director and ex-shareholder of the Company at the date of transfer to the employees for services provided to the Group. The share-based payment reserve is non-distributable.

## 13. RESERVES

### Reverse acquisition reserve

Reserve acquisition reserve is the cash consideration payable for the acquisition of SES which was accounted for as cash distribution to SES's shareholders and is non-distributable. In view that the consolidated financial statements are a continuation of SES's financial statement in conjunction with reverse acquisition, the cash consideration cannot form part of the consideration transferred by acquirer as the Company is the accounting acquiree.

### Capital reserve

During the prior financial year, the Company had loans totalling approximately \$3,606,000 payable to Circuits Plus Pte Ltd ("CPS"), a subsidiary of the Company. In the same financial year, the outstanding amounts were waived by CPS and was recognised in capital reserve and is non-distributable. As at 31 December 2023, CPS was struck off from the Register of Companies.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 14. BANK BORROWINGS

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Balance at beginning of financial year	6,766	7,813
Interest expense during the financial year	289	383
Interest paid during the financial year	(289)	(383)
Repayment of bank borrowings	(2,912)	(1,247)
Drawdown of bank borrowings	–	200
Total bank borrowings	<u>3,854</u>	<u>6,766</u>
<b>Current</b>		
<u>Term loans – secured</u>		
Term loan 1	–	145
Term loan 2	–	6
Term loan 3	–	3
Term loan 4	350	329
Term loan 5	239	233
Term loan 6	–	265
Term loan 7	186	108
Term loan 8	178	108
	<u>953</u>	<u>1,197</u>
Short-term revolving loan	1,000	1,000
	<u>1,953</u>	<u>2,197</u>
<b>Non-current</b>		
<u>Term loans – secured</u>		
Term loan 1	–	1,793
Term loan 4	978	1,328
Term loan 5	923	1,162
Term loan 7	–	147
Term loan 8	–	139
	<u>1,901</u>	<u>4,569</u>

### Term loan 1

Term loan 1 was taken to finance the purchase of property at 27 Kian Teck Drive, Singapore 628844 ("Property 1"). The loan commenced on 12 December 2018 and is repayable in 192 monthly instalments. It is secured by a first legal mortgage over one of the leasehold land classified as held for sale (Note 10) and Property 1. It is guaranteed by the Directors of the Company.

In the previous financial years, the interest rate for the loan is calculated at Singapore Overnight Rate Average ("SORA") in-advance plus a margin of 1.4% per annum for the first and second subsequent year and SORA in-advance plus a margin of 3% per annum for the third year onwards.

As at 31 December 2025, the interest for the loan is fixed at a certain margin above SORA in-advance. The interest rate for this facility ranges from 4.78% to 6.34% (2024: 5.03% to 6.34%) per annum. Term loan 1 was fully settled during the financial year.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 14. BANK BORROWINGS (CONTINUED)

#### Term loan 2

Term loan 2 commenced on 27 December 2019 and is repayable in 60 monthly instalments. Term loan 2 is guaranteed by the Directors of the Company.

The interest rate for the loan is calculated at 3.12% per annum below the Bank's prevailing board rate for loans. The interest rate for this facility is 8.88% per annum. Term loan 2 was fully settled during the financial year.

#### Term loan 3

Term loan 3 commenced on 30 December 2019 and is repayable in 60 monthly instalments. Term loan 3 is guaranteed by the Directors of the Company.

The interest rate for this facility is 6.75% per annum based on Bank's prevailing board rate for loans. Term loan 3 was fully settled during the financial year.

#### Term loan 4

Term loan 4 was taken to finance the construction of 3A Tuas South Street 15 Lot A3006428 Singapore 636845 ("Property 2"). The loan commenced on 15 May 2020 and is repayable in 120 monthly instalments. It is secured by the following:

- (i) First legal mortgage over Property 2;
- (ii) Legal assignment of all rights, title and interests in the construction contract, insurance policies, performance bonds (if any), tenancy agreements and sale and purchase agreements in respect of the Property 2;
- (iii) Corporate guarantee (unlimited) from the Company; and
- (iv) First deed of debenture incorporating a fixed and floating charge over the environmental waste machinery/oil sludge treatment and recovery plant.

The interest rate for this facility is calculated as 2.50% per annum over the bank's cost of funds or at such other rates as the bank may stipulate from time to time at its absolute discretion. During the year, the interest rate for this facility is 6.25% (2024: 6.25%) per annum.

#### Term loan 5

Term loan 5 is a Temporary Bridging Loan granted under Enterprise Financing Scheme (EFS). The loan commenced on 4 May 2020 and is repayable in 60 monthly instalments. It is guaranteed by corporate guarantee (unlimited) from the Company.

In the previous financial years, the term loan was restructured with the number of monthly instalments extended from 60 to 120. The interest rate calculated on the extended tenor is 5.50% per annum, effective from June 2025 onwards.

As at 31 December 2025, the interest rate for this facility is calculated as 3.00% (2024: 3.00%) per annum or such other rate as may be stipulated by Enterprise Singapore under EFS. The effective interest rate for this facility is 4.46% (2024: 4.25%) per annum.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 14. BANK BORROWINGS (CONTINUED)

#### Term loan 6

Term loan 6 is a term loan taken to finance the purchase of equipment. The loan commenced on 25 September 2020 and is repayable in 60 monthly instalments. It is secured by the following:

- (i) First legal mortgage over Property 2;
- (ii) Legal assignment of all rights, title and interests in the construction contract, insurance policies, performance bonds (if any), tenancy agreements and sale and purchase agreements in respect of Property 2;
- (iii) Corporate guarantee (unlimited) from the Company; and
- (iv) First deed of debenture incorporating a fixed and floating charge over the environmental waste machinery/oil sludge treatment and recovery plant.

The effective interest rate for this facility is 4.73% per annum. Term loan 6 was fully settled during the financial year.

#### Term loan 7

Term loan 7 commenced on 22 October 2021 and is repayable in 60 monthly instalments. Term loan 7 is secured by securities commonly applicable to those of term loan 4.

In the previous financial years, the term loan was restructured on an 8-year amortisation basis with significant portion of the monthly principal repayments deferred to the final 2 years of the 5-year loan tenor.

The loan is secured by the following:

- (i) First legal mortgage over Property 2;
- (ii) Legal assignment of all rights, title and interests in the construction contract, insurance policies, performance bonds (if any), tenancy agreements and sale and purchase agreements in respect of Property 2;
- (iii) Corporate guarantee (unlimited) from the Company; and
- (iv) First deed of debenture incorporating a fixed and floating charge over the environmental waste machinery/oil sludge treatment and recovery plant.

The interest rate for this facility is calculated as 2.00% per annum over the bank's prevailing 3-month cost of funds or at such other rates as the bank may stipulate from time to time at the bank's discretion. During the year, the interest rate for this facility ranges from 3.45% to 5.37% (2024: 5.37% to 6.12%) per annum.

#### Term loan 8

Term loan 8 commenced on 22 October 2021 and is repayable in 60 monthly instalments.

In the previous financial years, the term loan was restructured on an 8-year amortisation basis with significant portion of the monthly principal repayments deferred to the final 2 years of the 5-year loan tenor.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 14. BANK BORROWINGS (CONTINUED)

### Term loan 8 (Continued)

The loan is secured by the following:

- (i) First legal mortgage over Property 2;
- (ii) Legal assignment of all rights, title and interests in the construction contract, insurance policies, performance bonds (if any), tenancy agreements and sale and purchase agreements in respect of Property 2;
- (iii) Corporate guarantee (unlimited) from the Company; and
- (iv) First deed of debenture incorporating a fixed and floating charge over the environmental waste machinery/oil sludge treatment and recovery plant.

The interest rate for this facility is calculated as 2.00% per annum over the bank's prevailing 3-month cost of funds or at such other rates as the bank may stipulate from time to time at the bank's discretion. During the year, the interest rate for this facility ranges from 3.38% to 5.28% (2024: 5.28% to 6.12%) per annum.

### Short-term revolving loan

Short-term revolving loan is drawn down for maturity of 3 months (2024: 3 months) as may be mutually agreed with the bank. It may be rolled over subject to bank's approval and availability of funds.

The loan is secured by the following:

- (i) First legal mortgage over Property 2;
- (ii) Legal assignment of all rights, title and interests in the construction contract, insurance policies, performance bonds (if any), tenancy agreements and sale and purchase agreements in respect of Property 2;
- (iii) Corporate guarantee (unlimited) from the Company; and
- (iv) First deed of debenture incorporating a fixed and floating charge over the environmental waste machinery/oil sludge treatment and recovery plant.

The interest rate for this facility is calculated as 2.00% per annum over the bank's prevailing cost of funds or at such other rates as the bank may stipulate from time to time at the bank's discretion. During the year, the interest rate for this facility ranges from 3.44% to 5.28% (2024: 5.20% to 6.16%) per annum.

The Group is subject to covenants imposed in respect of the bank borrowings.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 15. LEASE LIABILITIES

	Leasehold lands \$'000	Motor vehicles \$'000	Plant and machinery \$'000	Total \$'000
<b>Group</b>				
Balance at 1 January 2025	4,562	523	168	5,253
Proceeds from lease financing	–	240	–	240
	4,562	763	168	5,493
Interest expense	160	32	5	197
Lease payments				
– Principal portion	(276)	(222)	(59)	(557)
– Interest portion	(160)	(32)	(5)	(197)
Balance at 31 December 2025	4,286	541	109	4,936
Balance at 1 January 2024	5,276	740	225	6,241
Reclassification to liabilities directly associated with assets classified as held for sale	(439)	–	–	(439)
	4,837	740	225	5,802
Interest expense	186	32	8	226
Lease payments				
– Principal portion	(275)	(217)	(57)	(549)
– Interest portion	(186)	(32)	(8)	(226)
Balance at 31 December 2024	4,562	523	168	5,253

	Group	
	2025 \$'000	2024 \$'000
<b>Contractual undiscounted cash flows</b>		
– Not later than a year	736	717
– Between one and five years	2,356	2,342
– More than five years	2,771	3,277
	5,863	6,336
Less: Future interest expense	(927)	(1,083)
Present value of lease liabilities	4,936	5,253
Presented in statements of financial position		
– Non-current	4,378	4,725
– Current	558	528
	4,936	5,253

The Group leases leasehold lands in Singapore. As at 31 December 2025, the average incremental borrowing rate applied was 3.60% (2024: 3.60%).

The Group also leases certain motor vehicles and plant and machinery under finance leases with lease term ranging from 5 years (2024: 4 to 5 years). The average interest rates implicit in the lease range from 1.70% to 4.75% (2024: 1.70% to 4.75%).

The Group's lease liabilities of \$648,000 (2024: \$691,000) are secured over certain right-of-use assets in respect of motor vehicles and plant and machinery (Note 7), which will revert to the lessors in the event of default by the Group.

Lease liabilities are denominated in Singapore dollar.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 16. DEFERRED TAX LIABILITIES

	Group	
	2025 \$'000	2024 \$'000
Balance at 1 January	85	146
Charged/(Credited) to profit or loss	12	(61)
Balance at 31 December	97	85

The following are the deferred tax liabilities recognised by the Group and the movements during the financial years:

	Accelerated tax depreciation \$'000	Lease assets \$'000	Lease liabilities \$'000	Total \$'000
At 1 January 2025	6	849	(770)	85
Charged/(Credited) to profit or loss	93	(128)	47	12
At 31 December 2025	99	721	(723)	97
At 1 January 2024	53	910	(817)	146
(Credited)/Charged to profit or loss	(47)	(61)	47	(61)
At 31 December 2024	6	849	(770)	85

### 17. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Current</b>				
Trade payables				
– third parties	360	327	–	–
Non-trade payables				
– third parties	231	344	29	179
– subsidiary	–	–	2,736	2,095
– shareholders	–	1,845	–	1,845
Accrued expenses	209	152	100	79
	800	2,668	2,865	4,198
<b>Non-current</b>				
Non-trade payable				
– shareholders	1,750	–	1,750	–
	1,750	–	1,750	–
	2,550	2,668	4,615	4,198

Trade and other payables to third parties are unsecured, non-interest bearing and normally settled between 30 to 90 (2024: 30 to 90) days credit terms.

The current and non-current non-trade amounts due to subsidiary and third parties are unsecured, interest-free and repayable on demand.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 17. TRADE AND OTHER PAYABLES (CONTINUED)

The Group's and Company's amount due to shareholders relates to discounted value of the deferred consideration of approximately \$1,911,000 (2024: \$1,911,000) due to the shareholders.

The amount owing to shareholders are unsecured, non-interest bearing and repayable within 72 months (2024: 48 months) from the completion of Reverse Acquisition on 18 August 2021. The carrying amount of the amount due to shareholders approximate their fair value.

In August 2024, the Company partially settled the amount due to shareholders by way of offsetting approximately \$1,089,000 for the subscription of rights issue shares (Note 11).

The trade and other payables at the end of the financial year were denominated in Singapore dollar.

### 18. LIABILITIES DIRECTLY ASSOCIATED WITH ASSETS CLASSIFIED AS HELD FOR SALE

	Leasehold lands \$'000
<b>Group</b>	
Balance at 1 January 2025	439
Interest expense	9
Lease payments	
– Principal portion	(12)
– Interest portion	(9)
Disposal (Note 10)	(427)
Balance at 31 December 2025	<u>–</u>

The liabilities directly associated with assets classified as held for sale (Note 10) are exclusively related to lease liabilities for the land at 27 Kian Teck Drive, Singapore 628844. During the current financial year, the liabilities directly associated with assets classified as held for sale were derecognised following completion of the Group's disposal of leasehold property.

### 19. REVENUE

	<b>Group</b>	
	<b>2025</b> <b>\$'000</b>	<b>2024</b> <b>\$'000</b>
Recognised at a point in time:		
Provision of waste management and disposal services	7,573	7,256
Sale of recyclable waste	427	483
	<u>8,000</u>	<u>7,739</u>

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 20. OTHER INCOME

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Claim from insurance	1	8
Gain from forfeiture of deposit received, net <sup>(1)</sup>	175	–
Gain from disposal of leasehold property classified as held for sale, net (Note 10)	1,045	–
Gain on disposal of property, plant and equipment, net	–	48
Government grants	14	203
Income from export of excess solar power	60	–
Waste logistics and support services	138	247
	<b>1,433</b>	<b>506</b>

<sup>(1)</sup> The Group recognised a gross gain of approximately \$1,051,000 from the forfeiture of a deposit received pursuant to the termination of a share subscription agreement entered into between Shanaya Environmental Services Pte. Ltd. ("SES") and Blue Orshina Capital Horizon Limited ("BOC"). The agreement was terminated after BOC failed to pay the remaining balance of the consideration by the final long-stop date of 17 October 2025.

SES entered into a business collaboration agreement with Zym Tec Technologies Limited on 31 January 2025. As part of the share subscription agreement, SES was permitted to apply the deposit towards costs incurred for a joint feasibility study. The joint feasibility study was conducted pursuant to an agreement entered between SES and Zym-Tec Road Technologies Limited ("ZTR") on 6 March 2025. SES incurred expenses of approximately \$876,000 for the feasibility study. In consideration for SES's payment of the Expenses and a satisfactory report from the feasibility study, SES is expected then to be granted a certain shareholding stake (to be determined) in a joint venture company ("JVC") to be incorporated by ZTR.

On 29 December 2025, SES and ZTR mutually agreed to terminate the feasibility study arrangement as a satisfactory feasibility and financial report was not delivered. Accordingly, no joint venture was ultimately formed, and the related feasibility study expenses were offset against the forfeited deposit, resulting in a net gain of \$175,000.

## 21. EMPLOYEE BENEFITS EXPENSE

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Salaries, wages and other short-term benefits	2,513	2,413
Contributions to defined contribution plans	195	182
	<b>2,708</b>	<b>2,595</b>

The above includes key management personnel remuneration as disclosed in Note 29 to the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 22. FINANCE COSTS

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Interest expense		
– lease liabilities (Note 15)	197	226
– liabilities directly associated with assets classified as held for sale (Note 18)	9	–
– bank borrowings	289	383
– non-trade payables to shareholders	90	130
	<u>585</u>	<u>739</u>

### 23. LOSS BEFORE INCOME TAX

In addition to the charges and credits disclosed elsewhere in the notes to the financial statements, the loss before income tax includes the following charges:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<i>Other operating expenses</i>		
Audit fees		
– auditors of the Company*	94	90
Crane and wharfage expenses	699	663
Diesel expenses	447	447
Property taxes	92	100
Purchase of recyclables	184	234
Subcontractor and other labour costs	425	391
Vehicle overhead	212	217
Waste disposal fees	1,564	1,523

\* There were no non-audit related services provided to the Group.

### 24. INCOME TAX CHARGE/(CREDIT)

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Deferred tax		
– credit for current financial year	(41)	(80)
– under provision for prior financial year	53	19
	<u>12</u>	<u>(61)</u>

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 24. INCOME TAX CHARGE/(CREDIT) (CONTINUED)

The income tax credit varied from the amount of income tax expense determined by applying the applicable income tax rate of 17% to loss before income tax as a result of the following differences:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Profit/(Loss) before income tax	19	(1,282)
Income tax at the applicable tax rate of 17% (2024: 17%)	3	(218)
Effect of expenses not deductible for tax purposes	127	137
Effect of income not subject to tax	(208)	(44)
Utilisation of deferred tax assets previously not recognised	(8)	–
Deferred tax assets not recognised	45	45
Under provision for prior year's deferred taxation	53	19
	<u>12</u>	<u>(61)</u>

As at end of the reporting period, the Group has unabsorbed tax losses of approximately \$718,000 (2024: \$440,000) for which no deferred tax assets have been recognised due to the unpredictability of profit streams in the future. The realisation of deferred tax benefit arising from the unutilised tax losses is available for unlimited period subject to there being no substantial changes in shareholders as required in the provisions of the Income Tax Act.

### 25. EARNINGS/(LOSS) PER SHARE

The calculation for earnings/(loss) per share is based on:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Numerator		
Profit/(Loss) attributable to owners of Company (\$'000)	7	(1,221)
Denominator		
Weighted average number of ordinary shares for purpose of computing earnings/(loss) per share ('000)	225,628	155,967
Earnings/(Loss) per share		
Basic and diluted (cents)	<u>0.00</u>	<u>(0.78)</u>

Basic earnings/(loss) per share is calculated by dividing the Group's profit/(loss) after income tax attributable to owners of the Company by the weighted average number of ordinary shares in issue during the financial year. As the Group has no dilutive potential ordinary shares, the diluted earnings/(loss) per share is equivalent to basic earnings/(loss) per share for the financial year.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 26. COMMITMENTS

### Capital commitments

At each reporting date, commitments in respect of capital expenditure are as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Capital expenditure contracted but not provided for		
– Property, plant and equipment	387	73

## 27. CONTINGENT LIABILITIES

### Corporate guarantee

The Company had given corporate guarantees to certain banks in respect of banking facilities granted to the subsidiary. These guarantees are financial guarantee contract as they require the Company to reimburse the banks if the subsidiary fails to make principal or interest payments when due in accordance with the terms of the facilities drawn. As at 31 December 2025, such banking facilities granted to the subsidiary amounted to \$7,425,000 in aggregate (2024: \$8,734,000) and the amount utilised by the subsidiary amounted to \$3,854,000 (2024: \$4,818,000). There has been no default or non-repayment since the utilisation of the banking facilities.

## 28. SEGMENT INFORMATION

Management monitors the operating results of the segment separately for the purposes of making decisions about resources to be allocated and of assessing performance. Segment performance is evaluated based on operating profit or loss which is similar to the accounting profit or loss.

The Group has one primary business segment, which is that of the provision of waste management and disposal services to industrial and commercial clients and the sales of recyclable materials. Accordingly, no segmental information is prepared based on business segment as it is not meaningful.

### **Geographical information**

The Group's segment revenue, assets, liabilities and other material items are mainly derived from Singapore. Accordingly, no geographical segment information is presented during these financial years.

### **Major customer**

For the financial year ended 31 December 2025, revenue from one major customer of the Group represents approximately 12.1% (2024: 11.8%) of the Group's total revenue.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 29. SIGNIFICANT RELATED PARTY TRANSACTIONS

In addition to the information disclosed elsewhere in the financial statements, the following were significant related party transactions at rates and terms agreed between the Group entities with its related parties during the financial years ended 31 December 2025 and 31 December 2024:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>With shareholders</b>				
Interest payable to	90	130	90	130
<b>With subsidiaries</b>				
Management fees charged to	–	–	1,057	1,019
Loan to	–	–	300	1,100
Repayment of loan from	–	–	(500)	–
Recharge of remuneration by	–	–	585	615
Payment on behalf for	–	–	859	–

As at the end of each financial year end, the outstanding balances in respect of the above transactions are disclosed in Notes 8 and 17 to the financial statements.

### Compensation of Directors and key management personnel

Key management personnel are Directors of the Group and those persons having authority and responsibility for planning, directing and controlling the activities of the Group, directly, or indirectly.

The remuneration of Directors and key management personnel of the Group and the Company during the financial years ended 31 December 2025 and 31 December 2024 were as follows:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Short-term employee benefits	942	933	668	693
Post-employment benefits	110	103	71	69
Directors' fees	89	88	89	88
	1,141	1,124	828	850

The above includes the following remuneration to the Directors of the Company and subsidiaries:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<i>Directors of the Company</i>				
Short-term employee benefits	195	203	195	203
Post-employment benefits	8	8	8	8
Directors' fees	89	88	89	88
	292	299	292	299
<i>Directors of the subsidiaries</i>				
Short-term employee benefits	577	562	356	369
Post-employment benefits	76	71	46	45
	653	633	402	414
	945	932	694	713

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 30. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT

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

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

There has been no change to the Group's exposure to these financial risks or the manner in which the risk is managed and measured. The Group does not hold or issue derivative financial instruments for trading purposes or to hedge against fluctuations, if any, in interest rates and foreign exchange rates.

### 30.1 Credit risks

Credit risks refer to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Group. The Group has adopted a policy of only dealing with creditworthy counterparties. The Group performs ongoing credit evaluation of its counterparties' financial condition and generally does not require a collateral.

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 statements of financial position except for the following:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Corporate guarantees provided to a bank for a subsidiary's utilised banking facilities as at the end of financial year	3,854	4,818

For the corporate guarantee issued, the Company has assessed that this subsidiary has sufficient future expected cash flows to meet its contractual cash flows obligation in the near future and hence, does not expect any material loss allowance under a 12-month expected credit loss model.

Based on assessment at the end of the financial year, the Group considers that it is more likely than not that no amount will be payable under the arrangement.

#### Trade receivables

The Group does not have any significant credit exposure to any single counterparty or any group of counterparties having similar characteristics except for the 3 (2024: 3) trade receivables from third parties of approximately \$554,000 (2024: \$368,000) representing 31% (2024: 24%) of the Group's total trade receivables as at the end of the financial year.

The Group and the Company have applied the simplified approach in accordance with SFRS(I) 9 to measure the loss allowance of trade receivables using the Expected Credit Loss model ("ECL"). The ECL is determined based on historical data which have been defaulted adjusted with forward-looking information.

In determining the recoverability of a trade receivable, the Group considers any change in the credit quality of the trade receivable from the date credit was initially granted up to the end of the reporting period. Accordingly, management believes that there is no further impairment required in excess of the loss allowance on trade receivables.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 30. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

### 30.1 Credit risks (Continued)

#### Non-trade receivables

For amounts due from subsidiaries, including loan to subsidiaries, the Board of Directors has taken into account information that it has available internally about these subsidiaries' past, current and expected operating performance and cash flow position. The Board of Directors monitors and assesses at each reporting date for any indicator of significant increase in credit risk on the amounts due from the respective subsidiaries, by considering their financial performance and any default in external debt. During the year, the credit risk relating to amounts due from subsidiaries have been assessed and disclosed in Note 8 to the financial statements.

#### Bank balances

Bank balances are deposited with reputable banks with minimum rating "A", based on Moody's credit ratings. The Board of Directors monitor the credit ratings of counterparties regularly. Impairment of cash at bank has been measured based on a 12-month expected credit loss model. As at 31 December 2025 and 31 December 2024, the Group and Company did not expect any credit losses from non-performance by the counterparties.

### 30.2 Interest rate risk

The Group's exposure to changes in interest rates related primarily to the Group's interest-bearing financial liabilities. Changes to interest rates will affect borrowings which bear interest at a floating rate. Any increase in interest rates will affect the Group's cost of servicing these borrowings which may adversely affect its financial position.

The exposure of the Group's interest-bearing financial liabilities to variable interest rate changes at the end of the reporting period are as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Bank borrowings	2,692	5,107

Group's interest rate risk arises mainly from its term loans and short-term revolving loan. The interest rates and repayment terms of the term loans and short-term revolving loan are disclosed in Note 14. It is the Group's policy not to enter derivative contracts to hedge its interest rate risk. The Group obtained quotes from reputable banks to ensure that the most favourable rates are made available to the Group.

#### *Interest rate sensitivity analysis*

At the end of the financial year, if borrowing interest rates had been 100 basis points (2024: 100 basis points) higher with all other variables held constant, the Group's profit for the year would have been reversed to a net loss approximately \$35,758 (2024: \$46,149) resulting from higher interest expense.

### 30.3 Foreign currency risks

The Group mainly carries out its transactions in their entities' respective functional currencies. Since the financial assets and financial liabilities are denominated in the respective functional currencies, there is no exposure to foreign exchange risk. The Company's exposure to foreign currency risk is insignificant as the business is operated in Singapore and transactions are mainly denominated in Singapore dollar, which is the functional currency of the Company.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 30. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

### 30.4 Liquidity risks

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

The Group and the Company manage their debt maturity profile, operating cash flows and the availability of funding (as disclosed in Note 4) so as to ensure that all repayment and funding needs are met. As part of the overall prudent liquidity management, the Group and the Company maintain sufficient levels of cash and cash equivalents to meet their working capital requirements.

Corporate guarantees given by the Company to the banks in connection with banking facilities granted to subsidiaries are disclosed in Note 14 and 27 to the financial statements.

#### *Contract maturity analysis*

The following tables detail the Group's remaining contractual maturity for their non-derivative financial instruments. The tables have been drawn up based on undiscounted cash flows of financial instruments based on the earlier of the contractual date or when the Group is expected to pay.

	<b>Within one financial year \$'000</b>	<b>After one financial year but within five financial years \$'000</b>	<b>After five financial years \$'000</b>	<b>Total \$'000</b>
<b>Group</b>				
<b>31 December 2025</b>				
<b>Financial liabilities</b>				
Non-interest bearing	800	1,750	–	2,550
– Trade and other payables				
Interest bearing				
– Bank borrowings	2,094	2,074	–	4,168
– Lease liabilities	736	2,356	2,771	5,863
	<b>3,630</b>	<b>6,180</b>	<b>2,771</b>	<b>12,581</b>
<b>31 December 2024</b>				
<b>Financial liabilities</b>				
Non-interest bearing	2,668	–	–	2,668
– Trade and other payables				
Interest bearing				
– Bank borrowings	4,219	2,963	124	7,306
– Lease liabilities	717	2,342	3,277	6,336
	<b>7,604</b>	<b>5,305</b>	<b>3,401</b>	<b>16,310</b>

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 30. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

### 30.4 Liquidity risks (Continued)

*Contract maturity analysis (Continued)*

The following tables detail the Company's remaining contractual maturity for their non-derivative financial instruments. The tables have been drawn up based on undiscounted cash flows of financial instruments based on the earlier of the contractual date or when the Company is expected to pay.

	<b>Within one financial year \$'000</b>	<b>After one financial year but within five financial years \$'000</b>	<b>After five financial years \$'000</b>	<b>Total \$'000</b>
<b>Company</b>				
<b>31 December 2025</b>				
<b>Financial liabilities</b>				
Non-interest bearing				
– Trade and other payables	2,865	1,911	–	4,776
Financial guarantee contracts	3,854	–	–	3,854
<b>31 December 2024</b>				
<b>Financial liabilities</b>				
Non-interest bearing				
– Trade and other payables	4,198	1,900	–	6,098
Financial guarantee contracts	4,818	–	–	4,818

The Group's operations are financed mainly through equity and bank borrowings. The Company's operations are financed mainly through equity.

Corporate guarantee contracts represent the maximum amount that the Company would be called upon to pay at the earliest period should the subsidiary default on the loan repayments to the bank.

The repayment terms of the Group's bank borrowings and lease liabilities are disclosed in Note 14 and Note 15 to the financial statements respectively.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 30. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

### 30.5 Capital management policies and objectives

The Group manage their capital to ensure that the Group are able to continue as a going concern and maintain an optimal capital structure so as to maximise shareholders' value. The Group sets the amount of capital it requires in proportion to risk. The Group manages its capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividend paid to shareholders, return capital to shareholders, issues new shares or sell assets to reduce debts.

The capital structure of the Group consists of equity attributable to equity holders of the Company, comprising issued capital and reserves as disclosed in Notes 11, 12 and 13 to the financial statements.

The management monitors capital based on a gearing ratio. The gearing ratio is calculated as net debt divided by total capital. The Group include within net debt, lease liabilities and bank borrowings less cash and bank balances. Total capital is calculated as total equity plus net debt.

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Bank borrowings	3,854	6,766
Lease liabilities	4,936	5,253
Less: Cash and bank balances	(1,896)	(1,847)
Net debt	6,894	10,172
Total equity	4,606	4,415
Total capital	11,500	14,587
Gearing ratio	59.9%	69.7%

The Group have complied with all externally imposed capital requirements as disclosed in Note 14 to the financial statements, for the financial years ended 31 December 2025 and 31 December 2024. The Group's overall strategy remains unchanged from 2024.

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 30. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

#### 30.6 Categories of financial instruments

The following table sets out the financial instruments as at the end of the financial year:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Financial assets</b>				
Trade and other receivables <sup>(1)</sup>	2,042	1,655	5,149	5,356
Cash and bank balances	1,896	1,847	374	647
Financial assets, at amortised cost	3,938	3,502	5,523	6,003
<b>Financial liabilities</b>				
Trade and other payables	800	823	2,865	2,353
Non-trade payables to shareholders	1,750	1,845	1,750	1,845
Bank borrowings	3,854	6,766	–	–
Lease liabilities	4,936	5,253	–	–
Financial liabilities, at amortised cost	11,340	14,687	4,615	4,198

<sup>(1)</sup> Excludes goods and services tax receivable.

### 31. SUBSEQUENT EVENTS

#### (i) Allotment and issuance of new ordinary shares pursuant to the Shanaya Performance Share Plan

On 6 January 2026, 3,840,000 shares in the Company were granted to selected eligible directors and employees of the Group pursuant to the Shanaya Performance Share Plan based on last done market price (on 6 January 2026) at \$0.055 per share. The vesting period of the share awards is 100% vested immediately on the date of grant. Following the vesting of these shares, the Company's total issued share capital comprises 229,467,740 shares.

#### (ii) Proposed acquisition of 60% of Hup Lee Leong Enviro Pte Ltd ("HLL")

On 14 January 2026, the Company's wholly-owned subsidiary, Shanaya Environmental Services Pte Ltd ("SES") entered into a binding term sheet with third parties, who are the shareholders of HLL, as well as HLL for the proposed acquisition by SES of 300,000 ordinary shares in HLL from the Sellers, representing 60% of the total issued share capital of HLL (the "Proposed Acquisition"). The consideration for the Proposed Acquisition shall be an aggregate of \$1,800,000 is to be satisfied in the following manner:

- \$300,000 in cash; and
- 27,272,727 new shares of the Company at an issue price of \$0.055 per share.

The proposed subscription, once completed, is expected to result in HLL becoming a subsidiary of the Group. The 27,272,727 new shares represent 11% of the total ordinary shares upon completion of the acquisition. As the transaction has not been completed as at the reporting date, the financial effects of the proposed acquisition, including the consideration and impact on the Group's financial position and results, have not been disclosed in these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

## 31. SUBSEQUENT EVENTS (CONTINUED)

### (iii) Extension of share completion date for proposed share subscription in KJ Engineering Pte Ltd ("KJ")

On 27 February 2026, SES signed a letter of addendum with KJ Engineering Pte Ltd ("KJ") to extend the completion date for the proposed subscription of 120,000 shares (equivalent to 60% shareholding interest) in the enlarged share capital of KJ (pursuant to the binding term sheet signed on 10 November 2025) to 30 April 2026. The proposed acquisition is in line with the Group's strategy to expand its local waste management business.

The proposed subscription, once completed, is expected to result in KJ becoming a subsidiary of the Group. As the transaction has not been completed as at the reporting date, the financial effects of the proposed acquisition, including the consideration and impact on the Group's financial position and results, have not been disclosed in these financial statements.

## STATISTICS OF SHAREHOLDINGS

AS AT 25 MARCH 2026

Issued and fully paid-up share capital	:	47,282,048
Number of Issued Shares (excluding Treasury Shares)	:	229,467,740
Number of Treasury Shares held	:	Nil
Number of Subsidiary Holdings held	:	Nil
Class of shares	:	Ordinary
Voting Rights	:	One vote per ordinary share

### DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders		No. of Shares	
		%		%
1 – 99	690	20.52	30,831	0.01
100 – 1,000	1,408	41.88	537,737	0.23
1,001 – 10,000	882	26.23	2,861,309	1.25
10,001 – 1,000,000	370	11.01	36,637,732	15.97
1,000,001 and above	12	0.36	189,400,131	82.54
<b>Total</b>	<b>3,362</b>	<b>100.00</b>	<b>229,467,740</b>	<b>100.00</b>

### SUBSTANTIAL SHAREHOLDERS

(As recorded in the Register of Substantial Shareholders as at 25 March 2026<sup>(1)</sup>)

Name of Substantial Shareholders	Direct Interest		Deemed Interest	
	No. of Shares	%	No. of Shares	%
Mohamed Gani Mohamed Ansari	–	–	119,174,651 <sup>(2)</sup>	51.94
Shitthi Nabesathul Bathuria D/O Abdul Hamid	119,174,651	51.94	–	–
Sivakumar Martin S/O Sivanesan	32,618,202	14.21	–	–
Perumal S/O Gopal	19,456,647	8.48	–	–

#### Notes:

<sup>(1)</sup> Based on 229,467,740 ordinary shares of the Company issued as at 25 March 2026.

<sup>(2)</sup> Mohamed Gani Mohamed Ansari is deemed interested in the shares held by his spouse, Shitthi Nabesathul Bathuria D/O Abdul Hamid.

## STATISTICS OF SHAREHOLDINGS

AS AT 25 MARCH 2026

### TWENTY LARGEST SHAREHOLDERS

No.	Name	No. of Shares	%
1	SHITTHI NABESATHUL BATHURIA D/O ABDUL HAMID	119,174,651	51.94
2	SIVAKUMAR MARTIN S/O SIVANESAN	32,618,202	14.21
3	PERUMAL S/O GOPAL	19,456,647	8.48
4	CHOO TUNG KHENG	6,175,307	2.69
5	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	2,813,244	1.23
6	DBS NOMINEES (PRIVATE) LIMITED	1,639,389	0.71
7	POH CHONG PENG	1,500,000	0.65
8	MOOMOO FINANCIAL SINGAPORE PTE. LTD.	1,315,566	0.57
9	OAKWOOD & DREHEM CAPITAL PTE LTD	1,208,000	0.53
10	NG YIH LUEN	1,200,000	0.52
11	CHAN MENG SOON	1,160,000	0.51
12	OCBC SECURITIES PRIVATE LIMITED	1,139,125	0.50
13	TIGER BROKERS (SINGAPORE) PTE. LTD.	991,824	0.43
14	TAN KHEE BOON	911,600	0.40
15	LIM KAH HIN	906,127	0.39
16	UOB KAY HIAN PRIVATE LIMITED	885,087	0.39
17	PHILLIP SECURITIES PTE LTD	824,980	0.36
18	RAFFLES NOMINEES (PTE.) LIMITED	777,309	0.34
19	HSBC (SINGAPORE) NOMINEES PTE LTD	650,005	0.28
20	KGI SECURITIES (SINGAPORE) PTE. LTD	645,120	0.28
<b>Total</b>		<b>195,992,183</b>	<b>85.41</b>

### SHAREHOLDINGS HELD BY THE PUBLIC

Based on the information available to the Company as at 25 March 2026, approximately 24.91% of the issued ordinary shares of the Company are held by the public. Accordingly, Rule 723 of the Listing Manual (Section B: Rules of Catalyst) of the Singapore Exchange Securities Trading Limited has been complied with.

# NOTICE OF ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN** that the Annual General Meeting ("**AGM**") of Shanaya Limited (the "**Company**") will be convened and held at 3A Tuas South Street 15, Singapore 636845 on Wednesday, 29 April 2026 at 10.00 a.m. (Singapore time) to transact the following business:

## AS ORDINARY BUSINESS

1. To receive and adopt the Audited Financial Statements for the financial year ended 31 December 2025 together with the Directors' Statement and the Auditors' Report thereon.

**(Resolution 1)**
2. To note the retirement of Mr Abuthahir S/O Abdul Gafoor as a Director of the Company after the conclusion of the Company's AGM.  
*[See Explanatory Note (i)]*
3. To re-elect Mr Mohamed Gani Mohamed Ansari, who is retiring pursuant to Regulation 97 of the Company's Constitution and Rule 720(4) of the Catalist Rules and who, being eligible, offers himself for re-election as a Director of the Company.  
*[See Explanatory Note (ii)]*

**(Resolution 2)**
4. To re-elect Mr Sukhvinder Singh Chopra, who is retiring pursuant to Regulation 97 of the Company's Constitution and Rule 720(4) of the Catalist Rules and who, being eligible, offers himself for re-election as a Director of the Company.  
*[See Explanatory Note (iii)]*

**(Resolution 3)**
5. To approve the payment of Directors' fees of up to S\$89,000 for the financial year ending 31 December 2026, payable quarterly in arrears (FY2025: S\$89,000).

**(Resolution 4)**
6. To re-appoint BDO LLP as Auditors of the Company and to authorise the Directors of the Company to fix their remuneration.

**(Resolution 5)**
7. To transact any other ordinary business which may be properly transacted at an AGM.

## AS SPECIAL BUSINESS

To consider and, if thought fit, to pass the following resolutions, with or without amendments, as Ordinary Resolutions:

### 8. Authority to allot and issue shares

"That pursuant to Section 161 of the Companies Act 1967 of Singapore (the "**Companies Act**"), the Company's Constitution and Rule 806 of the Catalist Rules, authority be and is hereby given to the Directors of the Company to:

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

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit; and

## NOTICE OF ANNUAL GENERAL MEETING

- (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue:
- (i) Additional instruments as adjustments in accordance with the terms and conditions of the Instruments made or granted by the Directors while this Resolution was in force; and
  - (ii) Shares in pursuance of any Instruments made or granted by the Directors while this Resolution was in force of such additional Instruments in (b)(i) above,

provided that:

- (1) the aggregate number of Shares to be issued pursuant to this Resolution (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) shall not exceed 100% of the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below) or such other limit as may be prescribed by the Catalist Rules as at the date this Resolution is passed, of which the aggregate number of Shares to be issued other than on a pro-rata basis to existing shareholders of the Company (including Shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution) shall not exceed 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below) or any such other limit as may be prescribed by the Catalist Rules as at the date this Resolution is passed;
  - (2) (subject to such manner of calculation and adjustments as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph (1) above, the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) shall be calculated based on the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) in the capital of the Company at the time this Resolution is passed, after adjusting for:
    - (a) new Shares arising from the conversion or exercise of convertible securities;
    - (b) new Shares arising from the exercise of share options or vesting of share awards, provided the share options or share awards (as the case may be) were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
    - (c) any subsequent bonus issue, consolidation or subdivision of Shares.

Adjustments for (a) and (b) above are only to be made in respect of new Shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution;
  - (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST), all applicable legal requirements under the Companies Act, and otherwise, and the Company's Constitution for the time being of the Company; and
  - (4) the authority conferred by this Resolution shall, unless revoked or varied by the Company in general meeting, 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 or in the case of Shares to be issued in pursuance of the instruments, made or granted pursuant to this Resolution, until the issuance of such shares in accordance with the terms of the Instruments."
- [See Explanatory Note (iv)]* **(Resolution 6)**

## NOTICE OF ANNUAL GENERAL MEETING

**9. Authority to allot and issue shares under the Shanaya Employee Share Option Scheme (the “Share Option Scheme”)**

That authority be and is hereby given to the Directors of the Company to offer and grant options (the “Options”) in accordance with the provisions of the Share Option Scheme and pursuant to Section 161 of the Companies Act to allot and issue and/or deliver from time to time such number of fully paid-up Shares as may be required to be issued or delivered pursuant to the exercise of Options provided that the aggregate number of new Shares available pursuant to the Share Option Scheme, and any other share-based schemes of the Company, shall not exceed fifteen per cent. (15%) of the total issued Shares of the Company (excluding treasury shares and subsidiary holdings) from time to time.

[See Explanatory Note (v)]

**(Resolution 7)**

**10. Authority to allot and issue shares under the Shanaya Performance Share Plan (the “Performance Share Plan”)**

That authority be and is hereby given to the Directors to grant awards (the “Awards”) in accordance with the provisions of the Performance Share Plan and pursuant to Section 161 of the Companies Act to allot and issue new Shares pursuant to the vesting of Awards provided that the aggregate number of new Shares available pursuant to the Performance Share Plan, and any other share-based schemes of the Company, shall not exceed fifteen per cent. (15%) of the total issued Shares of the Company (excluding treasury shares and subsidiary holdings) on the day immediately preceding that date.

[See Explanatory Note (vi)]

**(Resolution 8)**

By Order of the Board

Yoo Loo Ping  
Company Secretary

Singapore, 14 April 2026

**Explanatory Notes:**

- (i) Mr Abuthahir S/O Abdul Gafoor, who has served as an Independent Director of the Company will be retiring as an Independent and Non-Executive Director of the Company and will relinquishing his roles as a Chairman of the Audit Committee and a Member of the Nominating Committee and Remuneration Committee after the conclusion of AGM.
- (ii) **Ordinary Resolution 2** – Mr Mohamed Gani Mohamed Ansari will, upon re-election as a Director of the Company, remain as an Executive Director and Chief Executive Officer and Member of Nominating Committee of the Company. Detailed information on Mr Mohamed Gani Mohamed Ansari be found under the “Board of Directors”, “Corporate Governance Report” and “Information on Directors Seeking Re-election” sections in the Company’s Annual Report 2025.
- (iii) **Ordinary Resolution 3** – Mr Sukhvinder Singh Chopra will, upon re-election as a Director of the Company, remain as an Independent and Non-Executive Chairman, Chairman of Remuneration Committee and Member of the Audit Committee and Nominating Committee of the Company. Detailed information on Mr Sukhvinder Singh Chopra can be found under the “Board of Directors”, “Corporate Governance Report” and “Information on Directors Seeking Re-election” sections in the Company’s Annual Report 2025.
- (iv) **Ordinary Resolution 6** – The resolution, if passed, will empower the Directors of the Company to allot and issue Shares in the capital of the Company and/or Instruments (as defined above), up to a number not exceeding, in total, 100% of the total number of issued Shares (excluding treasury shares and subsidiary holdings), of which not exceeding 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) may be issued other than on a *pro-rata* basis to existing shareholders. This authority will, unless revoked or varied at a general meeting, expire at the next annual general meeting of the Company or by the date by which the next annual general meeting of the Company is required by law to be held whichever is earlier.
- (v) **Ordinary Resolution 7** – The resolution, if passed, will empower the Directors of the Company from the date of this AGM until the next AGM of the Company, to offer and grant Options in accordance with the provisions of the Share Option Scheme, and to allot and issue and/or deliver from time to time such number of fully paid-up Shares as may be required to be issued or delivered pursuant to the exercise of Options provided that the aggregate number of new Shares available pursuant to the Share Option Scheme, and any other share-based schemes of the Company, shall not exceed fifteen per cent. (15%) of the total issued Shares of the Company (excluding treasury shares and subsidiary holdings) from time to time.

# NOTICE OF ANNUAL GENERAL MEETING

- (vi) **Ordinary Resolution 8** – The resolution, if passed, will empower the Directors of the Company from the date of this AGM to grant Awards in accordance with the provisions of the Performance Share Plan and to allot and issue new Shares pursuant to the vesting of Awards provided that the aggregate number of new Shares available pursuant to the Performance Share Plan, and any other share-based schemes of the Company, shall not exceed fifteen per cent. (15%) of the total issued Shares of the Company (excluding treasury shares and subsidiary holdings) on the day immediately preceding that date.

## **IMPORTANT NOTES FOR SHAREHOLDERS:**

The Company's AGM will be held at 3A Tuas South Street 15, Singapore 636845 on Wednesday, 29 April 2026 at 10.00 a.m. (Singapore Time). **There will be no option for shareholders to participate virtually.**

Printed copies of the Notice of AGM, Proxy Form and the Annual Report 2025 request form ("**Request Form**") will be sent by post to shareholders.

Annual Report 2025, Notice of AGM, Proxy Form and the Request Form have been made available on the Company's corporate website at the URL <http://www.shanayagroup.com> and SGX-ST website at the URL <https://www.sgx.com/securities/company-announcements>. The Notice of AGM will also be published in the print edition of the Business Times on 14 April 2026.

Shareholders who wish to receive a printed copy of the Annual Report 2025 may do so by completing the Request Form and sending it to the Company by 21 April 2026 through any of the following means:

- (i) via email to [info@shanayagroup.com](mailto:info@shanayagroup.com); or
- (ii) by post and be deposited at, or in hard copy by sending personally to, the Company's registered office at 3A Tuas South Street 15, Singapore 636845.

Shareholders should take note of the following arrangements for the AGM:

### (a) **Participation in the AGM**

Shareholders, including Central Provident Fund ("**CPF**") and Supplementary Retirement Scheme ("**SRS**") investors, may participate in the AGM by:

- (i) Attending the AGM in person;
- (ii) Submitting questions in relation to any agenda item in this Notice of AGM in advance of, or at the AGM; and/or
- (iii) voting at the AGM by (i) themselves; or (ii) through duly appointed proxy(ies).

Details of the steps for registration, asking of questions and voting at the AGM by shareholders, are set out in notes (b) to (f) below.

### (b) **Register in person to attend the AGM**

Shareholders, including CPF and SRS investors can attend the AGM in person.

To do so, they will need to register in person at the registration counter(s) outside the AGM venue on the day of the event. Please bring along your NRIC/passport to enable the Company to verify your identity. The Company reserves the right to refuse admittance to the AGM if the attendee's identity cannot be verified accurately.

For investors who hold shares through relevant intermediaries (excluding CDP/SRS investors) (as defined in Section 181 of the Companies Act 1967 of Singapore) (the "**Relevant Intermediary**"), please refer to note (e) for the procedures to attend and vote at the AGM.

### (c) **Asking Questions**

Shareholders including CPF and SRS investors who have questions in relation to any agenda items in this Notice of AGM can ask questions during the AGM physically or can submit their questions to the Company in advance ("**Advanced Questions**"), by **21 April 2026, 10.00 a.m.**, through any of the following means:

- (i) by email to [info@shanayagroup.com](mailto:info@shanayagroup.com); or
- (ii) by post and be deposited at, or in hard copy by sending personally to, the Company's registered office at 3A Tuas South Street 15, Singapore 636845.

Shareholders including CPF and SRS investors must identify themselves when posting questions through email or mail by providing the following details:

- (i) Full Name;
- (ii) Contact Telephone Number;
- (iii) Email Address; and
- (iv) The manner in which you hold shares (if you hold shares directly, please provide your CDP account number; otherwise, please state if you hold your shares through CPF or SRS, or are a relevant intermediary shareholder).

# NOTICE OF ANNUAL GENERAL MEETING

The Company will address all substantial and relevant Advanced Questions through announcement on the Company's corporate website at the URL <http://www.shanayagroup.com/> and on the SGX-ST website at the URL <https://www.sgx.com/securities/company-announcements> by 24 April 2026, 10.00 a.m.

Follow up questions which are submitted after 21 April 2026, 10.00 a.m. will be consolidated and addressed either before the AGM via an announcement on SGXNet and the Company's website or at the AGM. The Company will publish the minutes of the AGM, which will include responses from the Board and management of the Company on the substantial and relevant questions received from Shareholders and Investors via an announcement on SGXNet and the Company's website within one (1) month after the AGM.

(d) **Voting at the AGM or voting by appointing proxy(ies)**

Shareholders will be able to vote at the AGM in person, or by appointing proxy(ies) to vote on their behalf.

Duly completed Proxy Forms must be submitted through any of the following means **no later than 26 April 2026, 10.00 a.m.** (being no later than seventy-two (72) hours before the time appointed for holding the AGM):

- (i) by email, a copy to [info@shanayagroup.com](mailto:info@shanayagroup.com); or
- (ii) by post and be deposited at, or in hard copy by sending personally to, the Company's registered office at 3A Tuas South Street 15, Singapore 636845.

The Proxy Form is made available on SGXNet and the Company's corporate website and may be accessed at the URLs <https://www.sgx.com/securities/company-announcements> and <http://www.shanayagroup.com/>.

In appointing proxy(ies), if no specific direction as to voting is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the proxy(ies) will vote or abstain at his/her discretion.

Please refer to the detailed instruction set out in the Proxy Form.

(e) **Voting at the AGM by Relevant Intermediary Investors (including CPF/SRS Investors)**

Investors holding shares through Relevant Intermediary (other than CPF/SRS Investors) who wish to appoint proxy(ies) should approach their Relevant Intermediary as soon as possible.

CPF/SRS investors who wish to appoint proxy(ies) to vote at the AGM, they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by **17 April 2026**, being at least seven (7) working days before the AGM, in order to allow sufficient time for their respective relevant intermediaries to in turn submit a Proxy Form to appoint the proxy(ies) to vote on their behalf.

## Personal Data Privacy

"Personal data" has the same meaning ascribed to it in the Personal Data Protection Act 2012 of Singapore, which includes name, address, NRIC/passport number of a Shareholder and proxy(ies) and/or representative(s) of a Shareholder.

By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, or submitting any question prior to the AGM in accordance with this Notice of AGM, a Shareholder (i) consents to the collection, use and disclosure of the Shareholder's personal data by the Company (or its agents or, service providers) for the purposes of (a) processing, administration and analysis by the Company (or its agents or, service providers) of Proxy Forms/instruments appointing proxy(ies) and/or representative(s) for the AGM (including any adjournment thereof); (b) addressing substantial and relevant questions from Shareholders received before the AGM and if necessary, following up with the relevant Shareholders in relation to such questions; and (c) preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and (d) 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 Shareholder discloses the personal data of the Member's proxy(ies) and/or representative(s) to the Company (or its agents or, service providers), the Shareholder 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 to indemnify the Company in respect of any penalties, liabilities, claims, losses and damages as a result of the Shareholder's breach of warranty.

In the case of a Shareholder who is a Relevant Intermediary, by submitting the consolidated list of participants, such Shareholder represents and warrants that it has obtained the prior consent of the individuals for the collection, use and disclosure by the Company (or its agents or, service providers) of the personal data of such individuals by the Company (or its agents or, service providers) for any of the Purposes.

## INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Pursuant to Rule 720(5) of the Listing Manual Section B: Rules of Catalist (the “**Rules of Catalist**”) of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), the following is the information relating to the Directors seeking re-election (as set out in Appendix 7F to the Rules of Catalist):

<b>Name of Director</b>	<b>Mohamed Gani Mohamed Ansari (“Mr Ansari”)</b>	<b>Sukhvinder Singh Chopra (“Mr Chopra”)</b>
Date of appointment	18 August 2021	18 August 2021
Date of last re-appointment (if applicable)	27 April 2023	26 April 2024
Age	67	65
Country of principal residence	Singapore	Singapore
The Board’s comments on this appointment (including rationale, selection criteria, and the search and nomination process)	<p>The NC, having considered the attendance and participation of Mr Ansari at the Board and Board Committees’ meetings, and taking into account his contribution, performance, candour and track record, had recommended to the Board the re-election of Mr Ansari who will be retiring pursuant to Regulation 97 of the Company’s Constitution at the forthcoming AGM.</p> <p>The Board supported the NC’s recommendation.</p> <p>Mr. Ansari had abstained from voting on any resolution and making any recommendation and/or participating in respect of his own re-election.</p>	<p>The NC, having considered the attendance and participation of Mr Chopra at the Board and Board Committees’ meetings, and taking into account his contribution, performance, candour and track record, had recommended to the Board the re-election of Mr Chopra who will be retiring pursuant to Regulation 97 of the Company’s Constitution at the forthcoming AGM.</p> <p>The Board supported the NC’s recommendation.</p> <p>Mr. Chopra had abstained from voting on any resolution and making any recommendation and/or participating in respect of his own re-election.</p> <p>The Board considers Mr Chopra to be independent for the purpose of Rule 704(7) of the Catalist Rules.</p>
Whether appointment is executive, and if so, the area of responsibility	Executive	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Director and Chief Executive Officer and Member of Nominating Committee.	Independent and Non-Executive Chairman, Chairman of Remuneration Committee and Member of the Audit Committee and Nominating Committee of the Company.
Professional qualifications	<ul style="list-style-type: none"> <li>(i) Master of Business Administration (Marketing), Annamalai University (India)</li> <li>(ii) Bachelor of Commerce, Madurai Kamaraj University (India)</li> <li>(iii) Diploma in Business Management/ Administration, College of Professional Management (Britain)</li> </ul>	Master of Business Administration, University of Tasmania, Australia

## INFORMATION ON DIRECTORS SEEKING RE-ELECTION

<b>Name of Director</b>	<b>Mohamed Gani Mohamed Ansari ("Mr Ansari")</b>	<b>Sukhvinder Singh Chopra ("Mr Chopra")</b>
Working experience and occupation(s) during the past 10 years	August 2021 – Present Executive Director and Chief Executive Officer, Shanaya Limited	August 2022 – Present Director and Board Member, Love, Nils Ltd  March 2022 – Present Director and Chairman, Qiji Holding Pte. Ltd.  October 2020 – Present Executive Director, SGVector Pte. Ltd.
Shareholding interest in the listed issuer and its subsidiaries	Deemed interested in 119,174,651 ordinary shares (51.94%) in Shanaya Limited held by his spouse.	Direct Interest in 500,000 ordinary shares (0.22%) in Shanaya Limited.
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Mr Ansari is the spouse of Shitthi Nabesathul D/O Abdul Hamid who is the Chief Administrative Officer and a controlling shareholder of the Company holding 119,174,651 ordinary shares in the capital of the Company, representing approximately 51.94% of shareholding interests in the Company.	No
Conflict of interest (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
<b>Other Principal Commitments including Directorships</b>		
Past (for the last 5 years)	Nil	TSC Global Limited (New Zealand) Civica Pte. Ltd. Lee Kuan Yew School of Public Policy, National University of Singapore Bedok Reservoir-Punggol Citizens' Consultative Committee (CCC) Bedok Reservoir-Punggol Garden Residents' Network Committee
Present	Kalisp Realty Private Limited Onaro Recycling Sdn Bhd Shanaya Environmental Services Pte. Ltd. Singapore Precious Metal Refinery Pte. Ltd. Yanasha Enterprise (formerly known as Shanaya Recycling) Zym-Tec Earth Pte. Ltd. (formerly known as Plastichem Recycling Pte. Ltd.)	SGVector Pte. Ltd. Love, Nils Ltd. Qiji Holding Pte Ltd

## INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Director	Mohamed Gani Mohamed Ansari ("Mr Ansari")	Sukhvinder Singh Chopra ("Mr Chopra")
<p><b>Information required</b>  <b>Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given.</b></p>		
<p>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?</p>	No	No
<p>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?</p>	No	No
<p>c) Whether there is any unsatisfied judgment against him?</p>	No	No
<p>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?</p>	No	No
<p>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?</p>	No	No

## INFORMATION ON DIRECTORS SEEKING RE-ELECTION

<b>Name of Director</b>	<b>Mohamed Gani Mohamed Ansari ("Mr Ansari")</b>	<b>Sukhvinder Singh Chopra ("Mr Chopra")</b>
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
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
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
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
j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:		
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No

## INFORMATION ON DIRECTORS SEEKING RE-ELECTION

<b>Name of Director</b>	<b>Mohamed Gani Mohamed Ansari ("Mr Ansari")</b>	<b>Sukhvinder Singh Chopra ("Mr Chopra")</b>
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	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
<b>Information Required Disclosure applicable to the appointment of Director only</b>		
Any prior experience as a director of an issuer listed on the Exchange?	Not Applicable. This disclosure relates to re-election of a director.	Not Applicable. This disclosure relates to re-election of a director.
If yes, please provide details of prior experience.	Not Applicable.	Not Applicable.
If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.	Not Applicable.	Not Applicable.
Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).	Not Applicable.	Not Applicable.

# SHANAYA LIMITED

(Company Registration No. 199804583E)  
(Incorporated in the Republic of Singapore)

## IMPORTANT:

1. CPF or SRS investors who wish to appoint the Chairman of the Meeting or such other person(s) as their proxy(ies) should approach their CPF and/or SRS Approved Nominees to submit their votes by 17 April 2026. This Proxy Form is not valid for use by CPF or SRS investors and shall be ineffective for all intents and purposes if used or purported to be used by them.
2. Please read the notes overleaf which contain instructions on, inter alia, the appointment of the Chairman of the Meeting or such other person(s) as a shareholder's proxy(ies) to vote on his/her/its behalf at the AGM.

\*I/We \_\_\_\_\_ (Name), \_\_\_\_\_ (NRIC/Passport/Company Registration Number\*) of \_\_\_\_\_ (Address) being a Shareholder/Shareholders of Shanaya Limited (the "**Company**") hereby appoint:

Name	Address	NRIC/Passport Number	Proportion of Shareholdings (%)	
			No. of Shares	%

and/or\*

Name	Address	NRIC/Passport Number	Proportion of Shareholdings (%)	
			No. of Shares	%

or failing him/her/them\*, the Chairman of the Annual General Meeting ("**AGM**" or the "**Meeting**") of the Company as my/our\* proxy/proxies\* to vote for me/us\* on my/our\* behalf at the AGM to be held at 3A Tuas South Street 15, Singapore 636845 on Wednesday, 29 April 2026 at 10.00 a.m. (Singapore Time) and at any adjournment thereof in the manner as indicated hereunder. If no specific direction as to voting or abstention is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the proxy/proxies\* will vote or abstain from voting at his/her/their discretion.

Voting will be conducted by poll. If you wish to exercise all your votes "For", "Against" or "Abstain", please tick within the box provided. Alternatively, please indicate the number of votes as appropriate.

No.	Resolutions	For	Against	Abstain
<b>Ordinary Business</b>				
1.	Directors' Statement and Audited Financial Statements for the financial year ended 31 December 2025.			
2.	Re-election of Mr Mohamed Gani Mohamed Ansari as a Director.			
3.	Re-election of Mr Sukhvinder Singh Chopra as a Director.			
4.	Approval of Directors' fees for financial year ending 31 December 2026 amounting to S\$89,000, payable quarterly in arrears.			
5.	Re-appointment of BDO LLP as auditors of the Company and to authorise the Directors to fix their remuneration.			
<b>Special Business</b>				
6.	Authority to allot and issue new shares.			
7.	Authority to allot and issue shares under the Shanaya Employee Share Option Scheme.			
8.	Authority to allot and issue shares under the Shanaya Performance Share Plan.			

\* Delete as appropriate.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2026.

Total Number of Shares in	Number of Shares held
(a) CDP Register	
(b) Register of Members	

\_\_\_\_\_  
Signature(s) of Shareholder(s)  
or Common Seal of Corporate Shareholder

**IMPORTANT: Please read the notes overleaf before completing this proxy form.**



## 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 of Singapore), 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 entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, this proxy form will be deemed to relate to the entire number of ordinary Shares in the Company registered in your name(s).
2. (a) A Shareholder who is not a relevant intermediary is entitled to appoint not more than two proxies to attend and vote at the AGM. Where such Shareholder's form of proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the form of proxy.  
  
(b) A Shareholder who is a relevant intermediary is entitled to appoint more than two proxies to attend and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such Shareholder (for which the number and class of shares shall be specified).

"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967 of Singapore.

A proxy need not be a shareholder of the Company.

3. The proxy form, duly executed, must be submitted to the Company through any of the following means:
  - (i) by email, a copy in Portable Document Format (PDF) to [info@shanayagroup.com](mailto:info@shanayagroup.com); or
  - (ii) by post and be deposited at, or in hard copy by sending personally to, the Company's registered office at 3A Tuas South Street 15, Singapore 636845,

in either case, no later than 10.00 a.m. on 26 April 2026, and in default, the instrument of proxy shall not be treated as valid.

### **Shareholders are strongly encouraged to submit their completed Proxy Forms electronically via email.**

4. This Proxy Form must be signed by the Shareholder or his/her/its attorney duly authorised in writing. In the case of joint holders, all joint holders must sign this Proxy Form. If the Shareholder is a corporation, this Proxy Form must be executed either under seal or under the hand of an officer or attorney duly authorised in writing. A corporation which is a Shareholder may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the AGM, in accordance with Section 179 of the Companies Act 1967 of Singapore. Where the Proxy Form is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with this Proxy Form, failing which the Proxy Form may be treated as invalid.
5. The Company shall be entitled to reject the proxy form appointing Chairman of the Meeting or such other person(s) as proxy(ies) if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the proxy form appointing Chairman of the Meeting or such other person(s) as proxy(ies). The Company may reject any proxy form appointment the Chairman of the Meeting or such other person(s) as proxy(ies) lodged if the shareholder being the appointor, is not shown to have shares entered against his/her/its name in the Register of Members of the Company as at seventy-two (72) hours before the time appointed for holding the AGM, as certified The Central Depository (Pte) Limited to the Company.

### **Personal Data Privacy:**

By submitting this proxy form appointing Chairman of the Meeting or such other person(s) as proxy(ies), the shareholder accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 14 April 2026.





**SHANAYA LIMITED**

3A Tuas South Street 15

Singapore 636845

Tel: +65 6316 2023

Fax: +65 6862 0304

Email: [info@shanayagroup.com](mailto:info@shanayagroup.com)

Website: [www.shanayagroup.com](http://www.shanayagroup.com)