



## CHAIRMAN'S ADDRESS Annual General Meeting 2025

Dear Shareholders,

Good morning. Thank you for attending our 2025 AGM.

The financial year just ended, delivered our second consecutive year of positive results on the back of several years of setbacks. These results were achieved amidst unprecedented global economic challenges caused by geopolitical conflicts. This year's results are broad-based.

At this point in time, we do not expect any early resolution to the ongoing geopolitical conflicts. We expect the conflicts to worsen before getting better. Uncertainties in the global economic situation are likely to persist for some time to come.

More than a decade ago, your directors perceived that the fundamentals in the global economic landscape were undergoing changes. These were driven by digital revolution and brewing geopolitical conflicts instead of fundamental economic factors.

Changes have become a constant. In a bold move, your board forayed into medical technologies. The unforeseen prolonged gestation costs inflicted setbacks to our results. To ensure focus, these technologies were demerged into a separate entity with shareholders given proportionate stakes at zero cost. The strategic step has proven beneficial to both the new entity and the Group enabling better outcomes. At the same time the marine sector, once our key revenue contributor, fell into a prolonged slump for almost 8-9 years. This sector has since experienced a steady recovery, which is expected to sustain for some years to come.

The current global situation may lead to a potential stagflation in major economies with persistent inflation. Financial tightening may arise. For this belief, your directors have exercised financial prudence to ensure the Group's gearing is kept low.

The Group continues to innovate and restructure to align with the evolving economic and supply chain landscape to stay ahead.

As part of the Group's renewal policy, we continuously seek out directors and senior management with more relevant experiences in knowledge economy for the journey ahead. The Group has now evolved with stronger entrepreneurship. This has been critical in forging strong resilience to navigate the persistent unprecedented global challenges that are compounded by rapid and dynamic advances in artificial intelligence.

I am grateful to all shareholders, my board of directors and the entire Group's management and employees for their faith, dedication and commitment in the Group to deliver the outcome that we have now achieved.

In concluding, I would remind all shareholders to take note of and act on the Group's letter to you dated 20 October 2025 to ensure you stay in with the Group's communication policy.

G L Sim  
Chairman  
19 November 2025