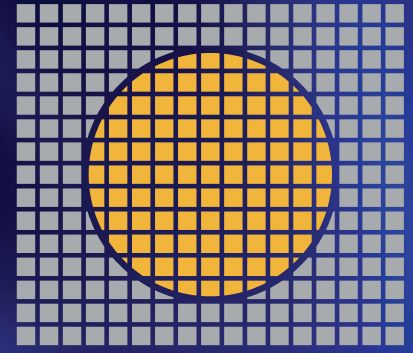




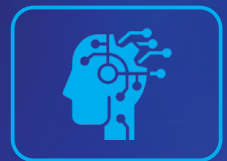
SUNRIGHT

SUNRIGHT LIMITED

(COMPANY REG. NO. 197800523M)

ANNUAL REPORT 2025

**THE WORLD'S LARGEST
INDEPENDENT BURN-IN AND TEST
SERVICE PROVIDER AND
A LEADING MANUFACTURER
OF RELIABILITY TEST SYSTEMS**



**WE ENSURE THE RELIABILITY OF
DEVICES MANUFACTURED BY OUR
CUSTOMERS FOR A WIDE RANGE OF
PRODUCTS**

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CHAIRMAN'S STATEMENT

AS WE STEP INTO FY2026, WE REMAIN FOCUSED ON INNOVATION, CONFIDENT THAT THE FOUNDATIONS WE HAVE BUILT WILL POSITION US TO PARTICIPATE MEANINGFULLY IN THE GROWTH OF AI.



DELIVERING RELIABILITY ACROSS WAFER, PACKAGE, AND MODULE LEVELS



DIVERSIFYING APPLICATIONS ACROSS AUTOMOTIVE, AI, COMMUNICATIONS, MILITARY, AND COMMERCIAL MARKETS



DRIVING A PIPELINE OF NEW SOLUTIONS BEING SHAPED FOR MARKET INTRODUCTION

CHAIRMAN'S STATEMENT

DEAR FELLOW SHAREHOLDERS,

FY2025 was a challenging year as customers moved quickly to introduce new products while older devices volume fell, resulting in a year of loss. Still, these very pressures sparked the changes now shaping our future.

FINANCIAL PERFORMANCE

The Group recorded revenue of S\$73.0 million, down 11% from S\$82.0 million in FY2024, reflecting softer conditions across core markets. This translated into a net loss of S\$5.8 million, compared to a net profit of S\$2.2 million in the prior year. Loss per share stood at 4.7 cents, versus earnings per share of 1.8 cents in FY2024.

Our cash holdings ended the year at S\$84.0 million, compared to S\$95.1 million previously, reflecting the year's weaker performance. Despite this reduction, our balance sheet remains strong, providing the flexibility to sustain operations and pursue strategic priorities.

MARKET DYNAMICS AND PERFORMANCE

Artificial intelligence ("AI") adoption in data centres and the growing electronic content in cars are driving strong structural growth. At the same time, customers are rebalancing production — slowing certain product lines while retooling for AI-related applications. This transition, combined with inventory digestion in the automotive sector, has reduced our production volumes and placed pressure on financial performance.

These challenges are transitional, not permanent. As inventories normalise, we expect to see steady and progressive improvement.

RELIABILITY AT THE CORE

Reliability is at the heart of what we do. With many new products still in the early stages of introduction, burn-in and testing have become essential to verify performance and reinforce customer confidence. At the same time, our advances in system-level test are gaining recognition in new markets.

Our wafer testing services are also gaining traction, and our unique test probe has been approved by customers for high power applications. These capabilities are laying the foundation for our transition into wafer-level burn-in.

BROADENING OUR REACH

We are moving beyond our traditional role in package burn-in. We are delivering reliability across wafer, package, and module levels — offering both solutions and services as a comprehensive partner.

Importantly, our wide customer base spans diverse applications across automotive, AI, communications, military, and commercial markets, giving us both resilience and insight into the evolving needs of the industry.

AI AND THE ROAD AHEAD

Many of the solutions in our intellectual property repository are now driving a pipeline of new solutions being shaped for market introduction.

With an improving market climate and our expanding portfolio of solutions and services, we are cautiously optimistic of the potential opportunities.

STRENGTHENING OUR BOARD

It is our pleasure to welcome Dr. Taheri to our Board. His extensive experience, deep industry expertise, and proven leadership in technology and governance will be invaluable as we steer Sunright into its next phase of growth and development.

DIVIDEND

In appreciation of our shareholders' continued support, and in line with our commitment to deliver value, the Board of Directors has proposed a dividend payout of 0.2 cent per share for FY2025. This reflects our confidence in the Group's underlying fundamentals and our readiness to capture opportunities ahead, while maintaining prudent financial management.

APPRECIATION

On behalf of the Board sincere appreciation is extended to our management and employees for their dedication and resilience throughout this challenging year, and our customers, suppliers, and partners for their continued trust and support, and our shareholders for their continued trust, support and confidence in our vision and strategy.

As we step into FY2026, we remain focused on innovation, confident that the foundations we have built will position us to participate meaningfully in the growth of AI.

Yours sincerely

SAMUEL LIM SYN SOO

Executive Chairman & Chief Executive Officer
26 September 2025

BUSINESS REVIEW



System Level Test System

OPERATIONS REVIEW

FY2025 was a year marked by challenges and progress for Sunright. While overall sales volumes did not recover, we remained firmly engaged with customers and pursued opportunities in growth markets, particularly in artificial intelligence (“AI”) and automotive.

To enable our customers to build next-generation AI infrastructure, we successfully developed an enhanced reliability test solution for modules used in data centre applications. This milestone reflects steady progress in aligning our capabilities with next-generation applications in data centres and high-performance computing. Beyond data centres, the deployment of AI across healthcare and mobile devices has also fuelled demand for smaller, more advanced environmental sensors, such as gas sensors, accelerometers, and gyrometers. In response, we introduced miniature gas and humidity housing solution platforms with full-service support, helping customers manage growing technical complexity while ensuring reliability.

Automotive semiconductors continued to represent a critical focus area. As electrification and autonomy accelerate, rigorous burn-in and testing remain central to ensuring the performance and safety of next-generation systems. Sunright advanced its solutions and service support across key applications, from tire-pressure monitoring to battery management systems. We also broadened our offerings to address the increasing diversity of sensors and the rising adoption of autonomous, AI-driven vehicles, ensuring that our comprehensive solutions are equipped to meet these complex requirements.

In parallel with these innovation efforts, we maintained strict discipline across our operations to navigate softer market conditions. Resources were carefully prioritised toward high-potential areas, while productivity initiatives, cost controls, and site streamlining measures helped us operate with greater efficiency. These actions were undertaken with a long-term view: to preserve customer service standards, safeguard critical expertise, and strengthen our capacity to respond swiftly as demand recovers.

Taken together, these developments highlight Sunright’s active role in supporting the industry’s transition throughout FY2025. By staying closely aligned with customer’s needs and continuing to innovate across multiple application areas, we have laid a solid foundation for future growth and reinforced our role as a trusted partner in semiconductor reliability.

BUSINESS REVIEW

FINANCIAL REVIEW

REVIEW OF FINANCIAL RESULTS

The Group recorded revenue of S\$73.0 million in FY2025, reflecting a decrease of S\$9.1 million or 11% as compared to S\$82.0 million in FY2024. The decline reflected softer market conditions in both the computing and automotive market segments for our products and services.

Other income decreased by S\$9.0 million or 84%, to S\$1.7 million, largely attributable to lower gain on disposal of property, plant and equipment by S\$8.4 million and absence of fair value gain on investment securities of S\$0.5 million.

Raw materials and consumables used, as well as changes in inventories of finished goods and work-in-progress, were lower by S\$2.9 million or 22%, to S\$10.4 million, in line with reduced equipment deliveries.

Employee benefits expense decreased by S\$3.7 million or 10%, to S\$33.5 million, with reduced labour resource required to process lower volume.

Other expenses were lower by S\$0.9 million or 3%, to S\$24.3 million, as a result of cost reductions in utilities, repairs and maintenance, sales commissions and recruitment expenses totalled S\$2.6 million. These reductions were partially offset by net impairment loss on trade receivables of S\$0.3 million, net exchange loss of S\$0.4 million and fair value loss on investment securities of S\$1.0 million.

As a result, the Group recorded a loss before tax of S\$6.9 million in FY2025, compared with a profit of S\$3.3 million in FY2024.

REVIEW OF FINANCIAL POSITION, LIQUIDITY AND CAPITAL RESOURCES

Property, plant and equipment was lowered by S\$7.4 million or 14%, from S\$51.3 million as at 31 July 2024, to S\$43.9 million as at 31 July 2025. The decrease was primarily due to depreciation charge of S\$15.1 million, partially offset by net additions of S\$6.1 million and the foreign currency translation effect of S\$1.7 million.

Investment securities reduced by S\$0.9 million or 19%, from S\$4.6 million to S\$3.7 million, as a result of fair value loss of S\$1.0 million.

Current trade and other receivables increased by S\$5.0 million or 32%, from S\$15.5 million to S\$20.6 million, largely due to liquidation consideration receivable of S\$5.1 million from the deconsolidation of a subsidiary.

Cash and short-term deposits decreased by S\$11.1 million or 12%, from S\$95.1 million to S\$84.0 million, represented net cash outflows from deconsolidation of a subsidiary and net repayments of bank loans, partially offset by foreign currency translation effect arising from a strengthened Ringgit Malaysia.

Total loans and borrowings decreased by S\$7.9 million or 30%, from S\$26.0 million to S\$18.1 million, primarily due to net repayments of bank loans of S\$7.3 million and net decrease in lease liabilities of S\$1.4 million, partially offset by foreign currency translation effect of S\$0.8 million.

BOARD OF DIRECTORS



SAMUEL LIM SYN SOO

Executive Chairman and
Chief Executive Officer
Age: 71



KENNETH TAN TEOH KHOON

Executive Director
Age: 68

First appointment as a Director: 9 March 1978
Appointment as Chairman: 19 February 1990
Appointment as Chief Executive Officer: 13 January 1994
Last re-appointment as a Director: 24 November 2023

Board Committee Membership

- Nominating Committee

Interest in Shares in the Company

67,466,666 shares (54.94%)

Academic & Professional Qualification(s)

- Diploma in Industrial Engineering (Canada)

Background and Working Experience

Mr Lim is an engineer, entrepreneur and innovator.

He began his career as an Industrial Engineer in 1972 at Fairchild Semiconductor in Singapore. He held various senior positions including engineering, manufacturing and marketing, working for U.S. multinational companies based in Asia and USA.

Mr Lim is Founder, Executive Chairman and Chief Executive Officer of the Company and KESM Industries Berhad in Malaysia. He led the Company to become the world's largest independent test and burn-in service company and a leading solution provider.

Present Principal Commitments including Directorships Directorships in Other Listed Companies

- KESM Industries Berhad

Directorships in Non-Listed Companies

- KES Systems & Service (1993) Pte Ltd
- KES Systems & Service (M) Sdn. Bhd.
- KES Systems & Service Philippines Inc.
- KES International Sdn. Bhd.
- KES Systems, Inc.
- KESM Test (M) Sdn. Bhd.
- KESP Sdn. Bhd.

Major Appointments (other than Directorships)

- Nil

Past Principal Commitments including Directorships (held over the preceding five years)

- Kestronics (M) Sdn. Bhd.
- Kestronics Philippines, Inc.
- KES Systems & Service (Shanghai) Co., Ltd
- KEST Systems and Service Ltd. (In Voluntary Liquidation)

Relationship between Directors, Key Executives or Substantial Shareholder

Nil

First appointment as a Director: 12 January 1994
Appointment as Executive Director: 13 January 1994
Last re-appointment as a Director: 22 November 2024

Board Committee Membership

- Nominating Committee

Interest in Shares in the Company

2,130,000 (1.73%)

Academic & Professional Qualification(s)

- Bachelor of Accountancy, National University of Singapore
- Fellow Member of the Institute of Singapore Chartered Accountants

Background and Working Experience

Mr Tan is responsible for the strategic direction and new business initiatives of some of the Sunright Group companies, contract negotiations, investor relations and oversees the financial management of the Group.

Prior to joining the Company in 1987, he worked in an international accounting firm, a major property group in Singapore and subsequently in a diversified multinational group in the manufacturing and packaging industries.

Present Principal Commitments including Directorships Directorships in Other Listed Companies

- KESM Industries Berhad

Directorships in Non-Listed Companies

- KES Systems & Service (1993) Pte Ltd
- KES Systems & Service (M) Sdn. Bhd.
- KES Systems & Service Philippines Inc.
- KES International Sdn. Bhd.
- KES Systems, Inc.
- KESM Test (M) Sdn. Bhd.
- KESP Sdn. Bhd.
- KESM Industries (Tianjin) Co., Ltd

Major Appointments (other than Directorships)

- Nil

Past Principal Commitments including Directorships (held over the preceding five years)

- Kestronics (M) Sdn. Bhd.
- Kestronics Philippines, Inc.
- KES Systems & Service (Shanghai) Co., Ltd
- KEST Systems and Service Ltd. (In Voluntary Liquidation)

Relationship between Directors, Key Executives or Substantial Shareholder

Nil

BOARD OF DIRECTORS



DANIEL SOH CHUNG HIAN

Lead Independent Director
Age: 71



SANDY FOO FEI YING

Independent
Non-Executive Director
Age: 52

First appointment as a Director: 3 December 2018

Appointment as a Lead Independent Director: 1 February 2021

Last re-appointment as a Director: 21 November 2022

Board Committee Membership

- Audit and Risk Committee (Chairman)
- Nominating Committee (Chairman)
- Remuneration Committee

Interest in Shares in the Company

Nil

Academic & Professional Qualification(s)

- Bachelor of Accountancy, then University of Singapore
- Master of Business Administration, The International Management Centres of the United Kingdom
- Fellow Member of the Institute of Singapore Chartered Accountants

Background and Working Experience

Mr Soh began his career in 1977 with Ernst & Young LLP, Singapore, and was a partner from 1990 till his retirement in December 2012. His 35 years of experience saw him auditing many public listed companies and working on many IPOs of listed companies.

Present Principal Commitments including Directorships *Directorships in Other Listed Companies*

- VICOM Ltd
- Intraco Limited

Directorships in Non-Listed Companies

- Nil

Major Appointments (other than Directorships)

- Nil

Past Principal Commitments including Directorships (held over the preceding five years)

- Lum Chang Holdings Limited
- British and Malayan Trustees Limited
- Agency for Integrated Care Pte Ltd
- British and Malayan Holdings Limited

Relationship between Directors, Key Executives or Substantial Shareholder

Nil

First appointment as a Director: 1 February 2021

Last re-appointment as a Director: 22 November 2024

Board Committee Membership

- Audit and Risk Committee
- Nominating Committee
- Remuneration Committee (Chairman)

Interest in Shares in the Company

Nil

Academic & Professional Qualification(s)

- LLB (Hons), National University of Singapore

Background and Working Experience

Ms Foo has more than two decades of experience in legal practice, both in Singapore and in London. She is a Partner of and serves on the Executive Committee of Rajah & Tann LLP ("R&T"). She specialises in Mergers & Acquisitions as a member of R&T's Capital Markets, Mergers & Acquisitions practice and is also a member of their Sustainability practice.

In addition, she has co-authored various publications, including the Singapore Chapter of the *Mergers & Acquisitions (Global Legal Institute) 5th and 6th Editions*; Singapore Chapter of the Corporate M&A 2020 Global Practice Guide (*Chambers & Partners*); and the Singapore Chapter of the Private Equity 2020 Global Practice Guide (*Chambers & Partners*).

Present Principal Commitments including Directorships *Directorships in Other Listed Companies*

- Nil

Directorships in Non-Listed Companies

- Nil

Major Appointments (other than Directorships)

- Partner, Rajah & Tann LLP
- Member of the Law Society's Continuing Professional Development Committee
- Speaker for Singapore Institute of Directors' Listed Entity Director Programmes
- Honorary Secretary, Governing Council Dover Park Hospice
- Independent Member (MOE nomination) of Board for the Teaching and Testing of South Asian Languages

Past Principal Commitments including Directorships (held over the preceding five years)

- Council Member of the Institute of Valuers and Appraisers, Singapore

Relationship between Directors, Key Executives or Substantial Shareholder

Nil

BOARD OF DIRECTORS



DR. BABAK ALIZADEH TAHERI

Independent
Non-Executive Director
Age: 63

First appointment as a Director: 22 November 2024

Last re-appointment as a Director: N.A.

Board Committee Membership

- Audit and Risk Committee
- Nominating Committee
- Remuneration Committee

Interest in Shares in the Company

Nil

Academic & Professional Qualification(s)

- Bachelor of Science in Engineering, San Francisco State University
- Master of Science in Electrical Engineering, San Jose State University
- Ph.D. in Biomedical Engineering, University of California, Davis

Background and Working Experience

Dr. Taheri has over 20 years of experience in the semiconductor industry. He is the founder of Integrated Biosensing Technologies, an advisory and consulting firm.

Dr. Taheri is Chief Executive Officer and Director of Silvaco Group, Inc., a corporation listed on Nasdaq. He was previously the Chief Technology Officer and Executive Vice President of Products of Silvaco Inc.

Prior to joining Silvaco, Dr. Taheri was also the acting Chief Technology Officer and advisor to CEO of Novasentis, Inc., and Vice President/General Manager of Sensor Division of Freescale Semiconductors.

Dr. Taheri is Advisory Board Chair of the Electrical Engineering Department at the University of California, Davis and had served on the advisory board of MEMS World Summit.

He was a member of the governing council on ESDA Alliance from 2019 to 2021 and also a director of Parisi House on The Hill, a residential alcohol and drug non-profit, from June 2021 to May 2022.

Present Principal Commitments including Directorships *Directorships in Other Listed Companies*

- Silvaco Group, Inc.

Directorships in Non-Listed Companies

- Silvaco Japan Co., Ltd.

Major Appointments (other than Directorships)

- Chief Executive Officer and President, Integrated Biosensing Technologies
- Advisory Board, Electrical Engineering Department at the University of California, Davis

Past Principal Commitments including Directorships (held over the preceding five years)

- Parisi House on The Hill
- ESDA Alliance

Relationship between Directors, Key Executives or Substantial Shareholder

Nil

CORPORATE INFORMATION

BOARD OF DIRECTORS

Mr Samuel Lim Syn Soo
(Executive Chairman & CEO)

Mr Kenneth Tan Teoh Khoon
(Executive Director)

Mr Daniel Soh Chung Hian
(Lead Independent Director)

Ms Sandy Foo Fei Ying
(Non-Executive, Independent Director)

Dr. Babak Alizadeh Taheri
(Non-Executive, Independent Director)

SHARE REGISTRAR

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

REGISTERED OFFICE

Blk 1093 Lower Delta Road
#02-01/08
Singapore 169204
Tel : (65) 6272 5842
Fax: (65) 6276 8426

AUDIT AND RISK COMMITTEE

Mr Daniel Soh Chung Hian (Chairman)

Ms Sandy Foo Fei Ying

Dr. Babak Alizadeh Taheri

NOMINATING COMMITTEE

Mr Daniel Soh Chung Hian (Chairman)

Ms Sandy Foo Fei Ying

Dr. Babak Alizadeh Taheri

Mr Samuel Lim Syn Soo

Mr Kenneth Tan Teoh Khoon

REMUNERATION COMMITTEE

Ms Sandy Foo Fei Ying (Chairman)

Mr Daniel Soh Chung Hian

Dr. Babak Alizadeh Taheri

COMPANY SECRETARY

Ms Adeline Lim Kim Swan

PLACE OF INCORPORATION

Singapore

COMPANY REGISTRATION NO.

197800523M

DATE OF INCORPORATION

9 March 1978

WEBSITE

www.sunright.com

STOCK EXCHANGE LISTING

Listed on 20 October 1994 on SGX Mainboard

STOCK NAME

Sunright

STOCK CODE

S71

AUDITORS

Ernst & Young LLP
One Raffles Quay
North Tower Level 18
Singapore 048583

AUDIT PARTNER

Ms Kiranpreet Kaur Shahi
(Date of appointment:
with effect from financial year ended 31 July 2025)

SUSTAINABILITY REPORT

BOARD STATEMENT

[GRI 2-22]

The semiconductor industry continues to be reshaped by intensifying economic pressures, geopolitical fragmentation and rapid advances in artificial intelligence (“AI”). In particular, uncertainty from supply chain disruptions, evolving trade policies and the growing urgency of climate action have placed new pressures on businesses worldwide. In spite of these challenges, Sunright has remained committed to sustainability and has consistently advanced responsible practices that reinforce our dedication to environmental stewardship and long-term resilience.

The Board is responsible for assessing and supervising key sustainability matters. These matters undergo an annual review, facilitated by close collaboration between management and stakeholders. This ensures their adherence to and relevance for Sunright’s strategic direction and priorities.

Following the Board’s mandate, the management team is responsible for implementing sustainability policies and practices to advance our sustainability efforts and positively impact the business and stakeholders.

ABOUT SUNRIGHT LIMITED

[GRI 2-1, 2-6]

Founded in 1978, Sunright Limited and its subsidiaries (“Sunright” or the “Group”) are the world’s largest independent burn-in and test service company and a leading manufacturer of parallel test and burn-in equipment. For several decades, Sunright has served many of the world’s leading semiconductor manufacturers and electronics manufacturers, handling a broad range of semiconductor chips, including microcontrollers, microprocessors and memories.

Sunright was listed on the Singapore Exchange (“SGX”) in 1994 and is headquartered in Singapore with manufacturing facilities in Singapore, Malaysia, Mainland China and the United States. The Group is well-supported by sales and service support centres in Singapore, Malaysia, Philippines, Mainland China and the United States.

ABOUT THE REPORT

[GRI 2-2, 2-3, 2-5]

This is Sunright’s eighth annual Sustainability Report, for the period of 1 August 2024 to 31 July 2025 (“FY2025”). Where applicable, historical performance data are included for comparative purposes.

This report has been prepared with reference to the Global Reporting Initiative (“GRI”) Standards 2021 as well as the SGX Listing rules 711A, 711B and Practice Note 7.6 Sustainability Reporting Guide. The GRI Standards have been considered most suitable for Sunright’s sustainability reporting as the standards are recognised internationally and are the most widely adopted global standards for sustainability reporting.

This year, through a phased approach, Sunright is disclosing its third Task Force on Climate-related Financial Disclosures (“TCFD”) Report to embrace the TCFD recommendations and better manage climate risks and opportunities.

The scope of this report covers significant operating units, including Singapore¹, Malaysia² and China³. These entities provide burn-in and testing services and manufacturing of burn-in equipment for semiconductors.

This report has further taken reference from the International Financial Reporting Standards (“IFRS”) Sustainability Disclosure Standards shaped by the International Sustainability Standards Board (“ISSB”). In FY2025, we conducted a gap analysis assessment to identify the areas for alignment for reporting against IFRS S1 and S2 climate-related disclosures. Moving forward, this will allow us to strive towards compliance with the ISSB Standards in future reporting years, in line with regulatory requirements.

External assurance has not been sought for this report. Sunright will consider seeking external assurance for its sustainability report as its sustainability reporting process matures over time. We have completed an internal audit review of the sustainability reporting process for the current reporting period. This added step represents our commitment to transparency and enhancement in reporting. We welcome feedback that would help improve our sustainability efforts. Please direct any feedback to sustainability@sunright.com.

¹ Sunright Limited and KES Systems & Service (1993) Pte Ltd

² KESM Industries Berhad, KESP Sdn. Bhd. and KESM Test (M) Sdn. Bhd.

³ KESM Industries (Tianjin) Co., Ltd

SUSTAINABILITY REPORT

OUR SUSTAINABILITY COMMITMENT AND GOVERNANCE

[GRI 2-12, 2-13, 2-14, 2-16, 2-17]

Sunright is firmly committed to sustainability, a commitment that guides our business. This dedication to sustainability is integrated throughout all levels of the Group, influencing both our business conduct and our responses to the evolving risks and opportunities in the semiconductor industry.

Our established sustainability governance structure helps facilitate the management and oversight of this agenda. The Board and Executive Directors of Sunright are responsible for reviewing and approving Sunright's direction for sustainability programmes and ensuring that sustainability is embedded into the strategic direction of the Group and its operations. To achieve this, the Board continuously maintains an effective governance framework for sustainability within the Group.

The Board has formed a sustainability committee, comprising the Corporate Controller and Chief Operating Officer, to drive and implement the sustainability policies and practices, champion sustainability KPIs, monitor sustainability-related performance and eventually provide annual update to the Board for review and appraisal.

To ensure effective integration of sustainability principles across the Group, the Board is committed to reviewing and assessing material information, enhancing its knowledge and ability to provide quality and professional reviews, and ensuring that sustainability risks and opportunities are incorporated into Sunright's strategic directions. Likewise, senior management is guided by sustainability KPIs benchmarked against industry practices, considering economic, environmental, social and governance-related risks and opportunities, where applicable. In addition, climate-related risks and opportunities along with relevant sustainability metrics such as Scope 1 and 2 emissions are supported by the relevant departments and reported to the Board annually. Further, these departments receive in-house training as needed whenever new sustainability metrics are introduced.

Sunright recognises that it is of utmost importance for board members to have sufficient understanding and knowledge of sustainability issues to effectively discharge the above duties and carry out their role of sustainability governance. Directors attend sustainability-related trainings to equip themselves with knowledge on enhanced sustainability reporting requirements and sustainability matters such as corporate sustainability, climate risks and human rights. These ongoing trainings help widen their sustainability knowledge and keep them abreast with the latest regulatory development and any emerging topics.

STAKEHOLDER ENGAGEMENT

[GRI 2-29]

Sunright's key stakeholders are identified as those having significant impact on as well as those significantly impacted by our operations. At Sunright, we are committed to addressing the needs and concerns of all our stakeholders. Through day-to-day interactions and regular engagement sessions via various platforms, we gain better understanding of their concerns and expectations to inform our sustainability practices and facilitate continuous improvement.

Table 1: Sunright's approach towards stakeholder engagement

	Purpose of engagement	Key areas of concern	Engagement platforms	Frequency of management
SHAREHOLDERS				
	Provide regular and timely updates about Sunright's performance to enable key shareholders to make informed investment decisions	- Sunright's financial health and industry reputation - Sustainability performance	- Press releases - Announcements - Annual report - Annual general meeting	- Periodic - Half yearly - Annual - Annual

SUSTAINABILITY REPORT

	Purpose of engagement	Key areas of concern	Engagement platforms	Frequency of management
CUSTOMERS				
	Maintain international certifications and standards to ensure the quality, safety and efficiency of products, services and systems (e.g. ISO 9001:2015 certification, ISO 14001:2015 certification, IATF 16949:2016 certification) ISO 27001: 2022 certification)	- Service and product quality - Timely delivery	- Industry events - Customer satisfaction surveys and scorecards - Customer visits to our plants	- Frequent - Periodic - As necessary
EMPLOYEES AND OUTSOURCED WORKERS				
	- Implement non-discriminatory Human Resources ("HR") policies - Provide deserving remuneration, welfare and benefits - Provide relevant trainings (safety and job specific)	- Fair employment and well-being - Occupational health and safety - Training and development	- Electronic updates and newsletters - Annual performance appraisals - Company events and staff bonding sessions - Trainings	- Periodic - Annual - Periodic - Periodic
CONTRACTORS AND SUPPLIERS				
	- Conduct fair suppliers' screening process - Conduct regular suppliers' evaluation process	- Business opportunities - Feedback on performance	- Project tenders - Suppliers' evaluation meetings	- As necessary - Periodic
REGULATORS				
	Keeping abreast with the latest regulatory requirements	Compliance to regulatory requirements	- Statutory reporting - On-site inspections	- Periodic - As necessary

SUSTAINABILITY REPORT

	Purpose of engagement	Key areas of concern	Engagement platforms	Frequency of management
LOCAL COMMUNITY				
	Participate in Corporate Social Responsibility (“CSR”) activities	CSR initiatives	CSR programmes	Periodic
	Provide employment opportunities through our business	Employment opportunities	Teaming with local technical institutions for job training and internship opportunities	Annual

MATERIALITY ASSESSMENT

[GRI 3-1, 3-2]

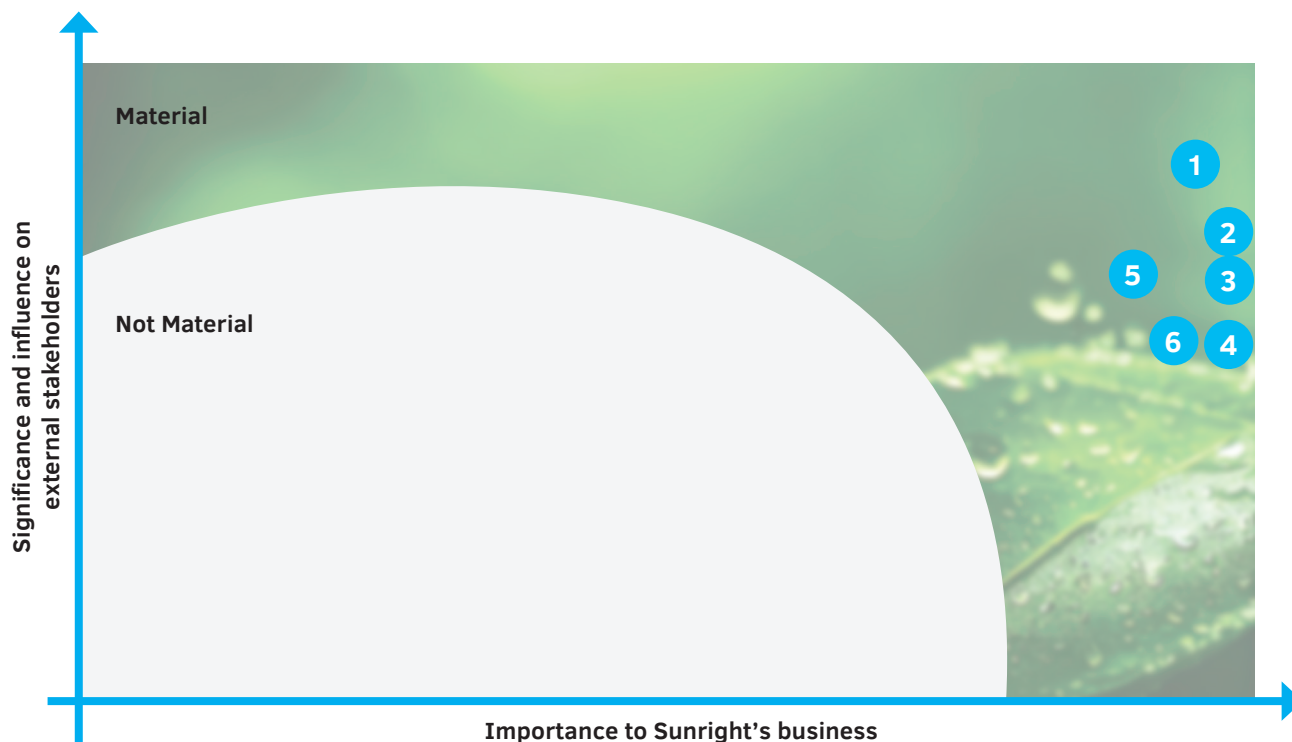
On an annual basis, Sunright reviews the material matters to ensure their continued relevance amidst global and industry’s environmental, social and governance (“ESG”) trends. In FY2025, the Board has determined that all material matters continue to be relevant to the business. Sunright also remains conscious of potential sustainability matters that may be of investor concern due to their significant environmental and social impacts. For matters currently not deemed material to Sunright, we have existing management systems and internal controls that enable us to carry out our ongoing commitment to enhancing our ESG impacts and reducing environmental footprint where practicable.

Figure 1: Sunright's Materiality Assessment Process

1	Identification A preliminary list of potential sustainability matters was identified through a review of Sunright's business strategy, market landscape, regulatory requirements and leading sustainability practices.
2	Prioritisation Through an unbiased and anonymous voting exercise, these sustainability matters were prioritised based on the significance of the impact of each issue, considering both the perspectives of internal and external stakeholders.
3	Validation The results of the exercise were mapped into a materiality matrix, which was approved by the Board.
4	Assessment/Review In FY2025, a review of the material matters was conducted. It was concluded that the existing six identified material matters remained relevant for reporting. Sunright will continue to conduct annual reviews of its material matters to ensure that the company continues to consider critical sustainability matters relevant to its business across the years.

SUSTAINABILITY REPORT

Figure 2: KESMI's Sustainability Matters and Corresponding GRI Topics



	Material Matters	Description	Corresponding GRI
1	Occupational health and safety	Protecting the physical and mental well-being of all employees and workers	GRI 403: Occupational Health and Safety
2	Regulatory compliance	Compliance with all regulatory requirements, including environmental, labour, health and safety regulations	GRI 2-27: Compliance with Laws and Regulations
3	Corporate governance and business ethics	Adherence to responsible business practices in terms of anti-corruption and corporate governance	GRI 205: Anti-corruption
4	Economic performance	Sustaining economic growth through responsible supply chain management and contribution of economic value	GRI 201: Economic Performance GRI 204: Procurement Practices
5	Energy and carbon footprint	Efficient use of energy to minimise carbon footprint from our operations	GRI 302: Energy GRI 305: Emissions
6	Fair employment practices	Equal opportunities and treatment for all employees and workers	GRI 401: Employment GRI 404: Training and Education GRI 405: Diversity and Equal Opportunity GRI 406: Non-discrimination

SUSTAINABILITY REPORT

FOSTERING A SAFETY CULTURE

[GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 403-10]

Establishing effective management of occupational health and safety plays a pivotal role in promoting a safe and healthy working environment enhancing employee morale and job satisfaction. A safer workplace also decreases the danger of work-related accidents, lessen the likelihood of employee absenteeism and reduce staff turnover, resulting in a more stable and skilled staff, which can support the growth of the company. On the other hand, insufficient safety precautions could harm employees' health and well-being, raise the possibility of workplace accidents, and severely harm Sunright's reputation, affecting our ability to attract talent and do business.

Sunright has in place a Health and Safety Policy which outlines our objectives and approach towards ensuring the health and well-being of our staff⁴ in the workplace. This policy includes the procedures, guidelines and best practices that all employees and workers must adhere to mitigate workplace health and safety risks in the workplace. Our Occupational Health and Safety Management System ("OHSMS"), which the Group, including its subsidiaries, are required to comply with, is developed with reference to local safety regulations and covers all our employees and workers in our operating locations. This system ensures that employees and workers are provided with necessary health and safety protections aligned with industry standards.

Hazard Identification and Risk Assessment

Identifying and minimising hazards is a key component of our Health and Safety approach. Hazard identification is carried out through monthly safety walks, and any hazards identified, along with any proposed mitigation measures, are then evaluated during the monthly safety meeting. Our safety policies and guidelines contain a list of identified hazards, as well as steps and procedures for our staff, that minimise the risks posed to our staff when adhered to. Some of the hazards identified include:

- Cuts from handling sharp blade edges
- Slips, trips and falls
- Fire risks
- Vehicles
- Slippery floors

Our safety personnel are regularly trained and updated with the latest safety practices to ensure that risks are appropriately identified and controlled. Operators are briefed by the Head Supervisor before every work shift to stress the importance of adhering to safety protocols. This contributes to the overall effectiveness of the OHSMS, which is essential in safeguarding the health of our staff.

⁴ Covering employees and workers.

SUSTAINABILITY REPORT

Figure 3 elaborates on the systematic process established to identify and eliminate hazards, towards continued improvement of the OHSMS.

Figure 3: Process of Hazard Identification, Risk Assessment and Improvement of OHSMS



Incident Investigation

As part of our approach to Health and Safety, Sunright has implemented a systematic process that enables quick identification and remediation of hazardous situations that occur. Any operator who discovers a work hazard or believes that they have been placed in an unsafe working environment must voice their concerns to their supervisor immediately.

All supervisors are then expected to assess the situation and rectify potential safety issues before allowing their operators to resume work. After addressing the hazard, the Safety, Health and Environment ("SHE") committee will launch an investigation and generate a report of the incident. The relevant stakeholders will take follow-up actions.

Sunright's Code of Conduct protects any staff who report hazards from receiving backlash in any form. This encourages constant mindfulness around safety and safeguards the collective health and safety of our staff.

Occupational Health Services and Promotion of Worker Health

Our operations involve providing burn-in and test services for semiconductors, and we have identified several related potential occupational health hazards present in our operating sites. In addition to the physical health check-up that every new employee must undergo, we provide specific occupational health services for each employee role and the hazards they are exposed to. We provide annual medical check-ups for employees and workers handling chemicals, as well as annual audiometric check-ups for those working at high noise areas.

SUSTAINABILITY REPORT

First aid treatment is provided for the affected personnel for any minor injuries that occur, and transportation to the nearest hospital is immediately arranged for more severe injuries. As part of Sunright's OHSMS, we engage only certified service providers who are required to comply with all international and national OHS standards and regulations. Bearing in mind that we operate in multiple jurisdictions, we have made the OHS readily available in several languages. We also engage our staff through surveys and rating systems that help us to evaluate the effectiveness of OHSMS, which allows us to constantly improve the quality.

For the continued well-being of our staff, we provide services such as annual health screenings and consultations at company-approved clinics. In addition, we collaborate with external providers to organise voluntary blood tests and indoor/outdoor activities for our staff to participate during working hours. We collect feedback from our staff at the end of each activity so that we can gauge its success and find ways to improve our programmes for the following year.

Worker Participation and Training

The effectiveness of our OHS policies and programmes is enhanced by the active involvement of our staff. Our employees are provided with OHS training such as training for management staff, first aid and CPR training for designated workers, as well as safety training for all operations staff annually. For operators exposed to specific hazards (e.g. chemicals), they are given the appropriate hazard-specific training.

Figure 4: Forklift safety training



Table 2: Breakdown of employees trained on health and safety standards

	FY2023	FY2024	FY2025
Malaysia	700	644	565
China	156	149	138
Singapore	81	36	4
Total	937	829	707

A formal joint management-worker SHE committee has also been established to engage our workers in OHS consultation and communication process. The committee is involved in the development and regular review of the safety and health programmes, as well as in promoting safety awareness throughout the organisation.

Figure 5: Worker Participation, Consultation and Communication on OHS



SUSTAINABILITY REPORT

Sunright has taken proactive steps, guided by government-mandated advisories, to protect the health and well-being of our stakeholders and employees, implementing relevant measures to ensure a safe workplace for all.

In FY2025, Sunright recorded zero fatalities and zero recordable injuries for both employees and workers.

For each incident, we conduct a root cause analysis investigation and with the finding, develop the necessary corrective actions and revise our preventative measures.

Table 3: Breakdown of work-related injuries for all employees and workers

EMPLOYEES	FY2023		FY2024		FY2025	
Number of man-hours worked	2,122,918		1,974,725		1,620,296	
Number and rate of fatalities as a result of work-related injuries	-	-	-	-	-	-
Number and rate of high-consequence work-related injuries	-	-	-	-	-	-
Number and rate of recordable work-related injuries	-	-	1	0.51	-	-
Lost time injury rate	-		0.51		-	
Main types of work-related injuries	Not applicable		Abrasions from machinery		Not Applicable	

WORKERS	FY2023		FY2024		FY2025	
Number of man-hours worked	2,892,817		2,932,395		2,259,953	
Number and rate of fatalities as a result of work-related injuries	-	-	-	-	-	-
Number and rate of high-consequence work-related injuries	-	-	-	-	-	-
Number and rate of recordable work-related injuries	-	-	-	-	-	-
Lost time injury rate	-		-		-	
Main types of work-related injuries	Not applicable		Not applicable		Not applicable	

SUSTAINABILITY REPORT

Table 4: Breakdown of work-related ill-health for all employees and workers

EMPLOYEES	FY2023	FY2024	FY2025
Number of fatalities as a result of work-related ill-health	-	-	-
Number of recordable work-related ill-health	-	-	-
Main types of work-related ill-health	Not applicable	Not applicable	Not applicable

WORKERS	FY2023	FY2024	FY2025
Number of fatalities as a result of work-related ill-health	-	-	-
Number of recordable work-related ill-health	-	-	-
Main types of work-related ill-health	Not applicable	Not applicable	Not applicable

Focus Area	Perpetual Target	FY2025 Performance
Occupational Health and Safety	0 work-related fatalities and injuries	0 work-related fatalities and injuries

ENSURING STRICT COMPLIANCE WITH APPLICABLE LAWS AND REGULATIONS

[GRI 3-3, 2-27]

Compliance with all relevant laws and regulations is of utmost priority to Sunright. This includes the myriad environmental and socioeconomic laws and regulations of all the countries in which we operate. Compliance is crucial to the long-term success of Sunright's business because it demonstrates the reliability of our operations and fosters confidence among our stakeholders, particularly investors and customers, in our goods and services and the sector in which we operate, enhancing the company's chances for economic growth and expansion. Additionally, the environment and nearby communities can benefit from reduced resource use and waste as a result of adherence to environmental regulations.

Nonetheless, the failure to comply with the respective ESG regulations could also lead to negative consequences, including legal and financial penalties, environmental harm to ecosystems and potential worker exploitation compromising human rights and ethical principles.

To maintain high standards of compliance, our policies are regularly reviewed and updated in response to changes in regulatory requirements. In addition, all employees are required to uphold the behavioural standards outlined in the Code, reinforcing our commitment to ethical and lawful conduct across the organisation.

Focus Area	Perpetual Target	FY2025 Performance
Regulatory Compliance	0 confirmed cases ⁵ of non-compliance with environmental laws and regulations	Achieved
	0 confirmed cases of non-compliance with socioeconomic laws and regulations	Achieved

⁵ Confirmed cases refer to reported cases that have material impact to the operations of Sunright.

SUSTAINABILITY REPORT

UPHOLD CORPORATE GOVERNANCE AND BUILDING AN ETHICAL CULTURE

[GRI 3-3, 2-23, 2-24, 205-1, 205-2, 205-3]

Prioritising ethical conduct and strong corporate governance practices not only establishes long-term partnerships and confidence among stakeholders such as investors, customers and employees, but also contributes to environmental protection and social development.

Conversely, inadequate corporate governance and ethical failures can result in reputational harm, legal ramifications and harmful effects on the environment and society. Pursuing ethical excellence is critical for Sunright to be a responsible corporate citizen and positively contribute to the larger global community.

Sunright understands that the long-term success and growth is directly tied to the integrity and the ethical foundations of its business practices. We strive to cultivate ethical business practices throughout our operations and our value chain. Sunright implements a zero-tolerance policy with regard to fraud, bribery and corruption.

Our Code of Conduct (the “Code”) contains the business policies that govern our approach to ethics, outlined within it are our values, principles and expectations. The Code takes reference from the Responsible Business Alliance (“RBA”) Code of Conduct and has been approved by the Board. It also undergoes regular review by the management to ensure that the policies within remain relevant and aligned with our ethical principles. Further information on our governance approach with regard to the ethics, values and desired organisational culture of the company can be found in our Corporate Governance Report.

The above expectations and related policies are communicated to our employees through emails, letters and annual training sessions. Additionally, in our operations across Singapore, Malaysia and China, employees are required to undergo training on Sunright’s principles, values and policies as part of the orientation process.

In FY2025, a total of 695 (92%) employees received training on anti-corruption policies across Singapore, Malaysia and China. Separately, all employees will receive communication on anti-corruption policies upon joining the company.

Similarly, Sunright ensures that its business partners are adequately informed of Sunright’s business practices, including our longstanding policy against commissions, gifts and entertainment of favour in return for business deals. Our suppliers are also made aware of Sunright’s Supplier Code of Conduct, which necessitates their compliance with our policies regarding forced labour, child labour and the upholding of human rights. More information on the Supplier Code of Conduct can be found on page 26.

Responsible Business Alliance Code of Conduct

Sunright has voluntarily adopted the RBA, a globally-recognised set of social, environmental and ethical industry standards. The RBA ensures that working conditions are safe, workers are treated with respect and dignity, and business operations are environmentally responsible and conducted ethically. Sunright will maintain its commitment in following the policies and regulations set out by the RBA.

As the Code is designed to be a total supply chain initiative, at a minimum, Sunright shall require its next tier suppliers to implement the Code.

Our management monitors and reviews the Code on a regular basis to ensure its continued applicability and effectiveness.

SUSTAINABILITY REPORT

Table 5: Sunright's policies relating to Business Ethics and Anti-corruption

Name of Policy	Policy Description
Whistle Blower Policy 	Sunright's Whistle Blower Policy applies to all directors and employees as well as third parties such as suppliers, contractors, sub-contractors and agents. The policy, alongside internal controls, operating procedures and governance policies intended to detect and prevent or deter improper conduct, is intended to encourage employees to report any potential improprieties (e.g. wrongdoing or misconduct) as well as protect their identity. The specific objectives of the policy are as follows: • To encourage employees to confidently raise genuine concerns about possible improprieties • Provide ways for employees to raise concerns and receive feedback on any actions taken as a result • Reassure employees that if they raise any concerns in good faith and reasonably believe them to be true, they will be protected from possible reprisals or victimisation
Grievance Handling Policy 	The Grievance Handling Policy and the accompanying grievance mechanism procedure were formulated to strengthen industrial efficiency and stability in performance. They ensure that grievances are handled at the lowest corporate level possible. Grievances can include any violations or threats on fair and humane treatment, such as prohibition of sexual harassment, abuse (mental, physical or verbal), coercion, corporal punishment etc.
Business Ethics Policy 	Sunright's Business Ethics Policy ensures our integrity and reliability as an organisation. To minimise any possible conflicts of interest or coercive elements from external sources, our employees are prohibited from associating with illegal cartel activities, illicit price-fixing, deception and undesirable social behaviour as well as from dealing with customers or vendors that offer rebates, commissions and other forms of illegal remuneration. Employees are required to fully disclose any circumstances likely to give rise to conflicts of interest, and are disallowed from giving or accepting any gifts, which might improperly influence the normal business relationship with any supplier or customer. All company business dealings are based on a 'fair deal' basis. All employees shall impress upon business partners on the high business ethics and refrain from providing or accepting bribes and kickbacks.
Purchasing Policy 	The Purchasing Policy sets clear guidelines on maintaining ethical relations with vendors and suppliers while acting with integrity throughout all procedures related to the purchasing activities of the company.

SUSTAINABILITY REPORT

Table 6: Number of active employees and business partners who received communication and training on anti-corruption policies by employee category and region

FY2025		Employee Category		
		Direct Labour	Exempt/ Non-Exempt	Manager
Total number required to receive communication and training		166	518	74
Total number and percentage of employees who were communicated on policies		160 (96%)	477 (92%)	58 (78%)
Total number and percentage of employees who received training		160 (96%)	477 (92%)	58 (78%)
Singapore	Communicated to	2	14	7
	Received training	2	14	7
Malaysia	Communicated to	141	356	37
	Received training	141	356	37
China	Communicated to	17	107	14
	Received training	17	107	14

FY2024		Employee Category		
		Direct Labour	Exempt/ Non-Exempt	Manager
Total number required to receive communication and training		240	603	77
Total number and percentage of employees who were communicated on policies		190 (79%)	524 (87%)	62 (81%)
Total number and percentage of employees who received training		190 (79%)	524 (87%)	62 (81%)
Singapore	Communicated to	20	36	13
	Received training	20	36	13
Malaysia	Communicated to	152	373	35
	Received training	152	373	35
China	Communicated to	18	115	14
	Received training	18	115	14

SUSTAINABILITY REPORT

FY2023		Employee Category		
		Direct Labour	Exempt/ Non-Exempt	Manager
Total number required to receive communication and training		261	621	80
Total number and percentage of employees who were communicated on policies		226 (87%)	573 (92%)	71 (89%)
Total number and percentage of employees who received training		226 (87%)	573 (92%)	71 (89%)
Singapore	Communicated to	20	41	15
	Received training	20	41	15
Malaysia	Communicated to	187	409	42
	Received training	187	409	42
China	Communicated to	19	123	14
	Received training	19	123	14

	Business Partners ⁶		
	FY2023	FY2024	FY2025
Total number of business partners who were communicated on policies	241	247	319
Percentage of key business partners ⁷ who were communicated on policies ⁸	-	46%	36%
Singapore	138	117	120
Malaysia	19	44	112
China	84	86	87

⁶ Business partners include customers, suppliers and contractors.

⁷ Key business partners include the ten most significant customers, suppliers and contractors in each respective Sunright entities in Singapore, Malaysia and China.

⁸ This is a new disclosure effective from FY2024. Hence, the Group is unable to obtain past year data due to data collection constraints from certain operations.

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All directors representing the governance body of Sunright have received communications on the organisation's anti-corruption policies and attend ad-hoc trainings as and when deemed necessary.

Our operations in Singapore, Malaysia and China have been assessed for risks related to corruption. During the year, there were no cases of corruption brought against Sunright or its employees, a record we have consistently maintained to date and will continue to uphold.

Focus Area	Perpetual Target	FY2025 Performance
Ethical Business Conduct	0 confirmed cases of corruption within Sunright	Achieved

DATA PRIVACY AND SECURITY

[GRI 418-1]

In an era where technology is continually evolving and enhancing our workplace dynamics, fostering efficient and effective collaboration, it is paramount that we, at Sunright, steadfastly tackle the escalating threats and potential risks posed by cyberattacks. Sunright is committed to protect the private information and personal data of our customers, suppliers and employees.

Our cybersecurity measures are carefully designed to ensure legal and appropriate sharing of information. We treat all data with extreme care, ensuring its confidentiality and upholding its integrity at all times.

The following outlines the key controls for safeguarding data privacy:

- Protect our technology resources and assets with encryption, firewalls and antivirus software.
- Sign non-disclosure agreements between Sunright and its contractors, suppliers and customers.
- Regularly communicate to all employees to reinforce their understanding and foster consistent compliance with Personal Data Protection Act in Singapore and Malaysia as well as the Personal Information Protection Law in China.

With regard to customer privacy and data protection, there were no substantiated complaints or fines received from outside parties or regulatory bodies in FY2025. Likewise, there were no record of instances concerning data breaches or complaints received from external stakeholders.

SUSTAINING ECONOMIC PERFORMANCE

[GRI 3-3]

Ensuring a strong economic performance can positively impact the wider economy through the creation of job opportunities, stimulating industry growth, improving livelihoods of local communities and contributes to overall economic development. It can also lead to increased investments in research and development, fostering technological advancements and innovations in the sector. At the same time, it is important to also strive for responsible economic growth as too much emphasis on the financial performance may jeopardise employee rights or safety, potentially resulting in human rights violations, or prioritising economic advantages over environmental considerations may result in environmental harm if not committed to sustainable practices.

Contributing Direct Economic Value

[GRI 201-1]

In FY2025, Sunright generated approximately \$73 million in total revenue, reflecting a decrease of \$9 million or 11%, from \$82 million in the previous financial year. The net economic value generation of \$1.6 million was mainly due to reduced demand in both computing and automotive market segments for our products and services. In response to the softer market conditions, Sunright undertook a realignment of its cost structures to improve efficiency and manage operational cost. The knock-on effects of tariff hikes have disrupted the global supply chain and impacted our customers' geographical production strategies.

In the face of ongoing challenges, we remain confident in supporting customers, particularly in meeting the growing demand in data centres, AI-driven devices and advanced automotive electronics. Sunright is dedicated to strengthening business resilience and maintain a strong market position.

SUSTAINABILITY REPORT

Table 7: Economic Value Generated, Distributed and Retained from FY2023 to FY2025⁹

	FY2023	FY2024	FY2025
Economic Value Generated (SGD'million)			
Revenue	88.3	82.0	73.0
Other income from financial investments	4.0	3.7	3.3
Sales of assets	0.8	8.8	0.5
Economic Value Distributed (SGD'million)			
Operating costs ¹⁰	(57.0)	(43.5)	(39.3)
Employee wages and benefits	(38.9)	(37.2)	(33.5)
Payments to providers of capital	(1.1)	(1.7)	(1.6)
Payments to governments	(0.3)	(0.8)	(0.8)
Economic Value Retained (SGD'million)			
Net Economic Value Generated/(Distributed)	(4.2)	11.3	1.6

For further details on our economic performance and business review, please refer to the following sections in our Annual Report: Financial Statement and Chairman's Statement.

Managing Supply Chains Responsibly

[GRI 2-6, 204-1]

Governing the screening, selection and management of our suppliers are Sunright's Purchasing Policy and Procedures. As part of these guidelines, our robust Three-Step Supply Chain Management Process further outlines the steps we take for sourcing and selection of new items, delivery follow-up, receiving, inspection of goods and payments to vendors.

Figure 6: Purchasing Policy and Procedures

Purchasing Policy	
 Vendor Qualification Procedure	 Purchasing Procedure
Recognising that our suppliers influence our supply chain significantly, Sunright adheres to stringent criteria in selecting environmentally and economically accountable suppliers as laid out in our Vendor Qualification Procedure. This comprehensive procedure is integral to Sunright's Three-Step Supply Chain Management Process.	Sunright's Purchasing Procedure acts as an overall check-and-balance on all purchasing activities associated with our supply chain. The provisions of this policy encompass guidelines, procedures and the scope of all purchases.

⁹ FY2023 to FY2025 figures include all companies within the Sunright Group.

¹⁰ Operating costs include cash payments made outside the organisation for material cost, purchase of property, plant and equipment and other expenses.

SUSTAINABILITY REPORT

Figure 7: Sunright's Supply Chain Management Process

1	Internal Requisition ("IR") The first step of our Supply Chain Management Process is the IR process, which is facilitated by an online system maintaining a clear audit trail of all requisition cases. Once the IR is raised, an approval process is triggered before vendor sourcing commences and a Purchase Order is raised.
2	Supplier Selection/Vendor Qualification Procedure Sunright adheres to stringent supplier selection criteria to manage our supply chain impacts on the economy, society and environment. The suppliers need to acknowledge and accept Sunright's Supplier Code of Conduct before engagement. The following aspects are covered in the Code: i. Compliance with all applicable laws and regulations ii. Prevention of, and intolerance for, corruption and all forms of bribery iii. Prohibition of child labour iv. Safeguarding the health and safety of employees v. Upholding of human rights Our suppliers are also expected to eliminate the use of conflict mineral to achieve 100% conflict-free mineral sourcing. They are also responsible for performing due diligence on their supply chain, and required by contract to inform Sunright of any parts ordered that involve conflict minerals as appropriate to ensure compliance. All suppliers are required to conform with the ISO 9001:2015 standard for quality management systems, or higher quality management systems.
3	Supplier Evaluation Our suppliers are regularly assessed to allow Sunright to improve or maintain our quality of services and drive customer satisfaction. Where a supplier's performance is unsatisfactory, feedback is provided to help them identify any scope for improvement. Should the supplier continue to be negligent in improving their performance, we may take stern actions, including the suspension of contracts.

One of the primary ways for Sunright to improve risk management and operating efficiency is the local sourcing of products and services. Consequently, local sourcing has become a cornerstone of Sunright's sustainability strategy, an approach which also supports local businesses and jobs while meeting our environmental and social objectives by minimising our carbon footprint.

Sunright has consistently ensured that at least 50% of its purchases are sourced locally as part of our efforts to support local suppliers and contractors. In FY2025, 81% of our procurement spending was used to purchase supplies locally in Singapore, Malaysia and China, where we operate.

Focus Area	Perpetual Target	FY2025 Performance
Responsible Supply Chain Management	At least 50% of all purchases are sourced locally ¹¹	Achieved

¹¹ Local purchases refer to purchases made (except for production machineries) from locally registered companies, which supply trade and non-trade goods and services.

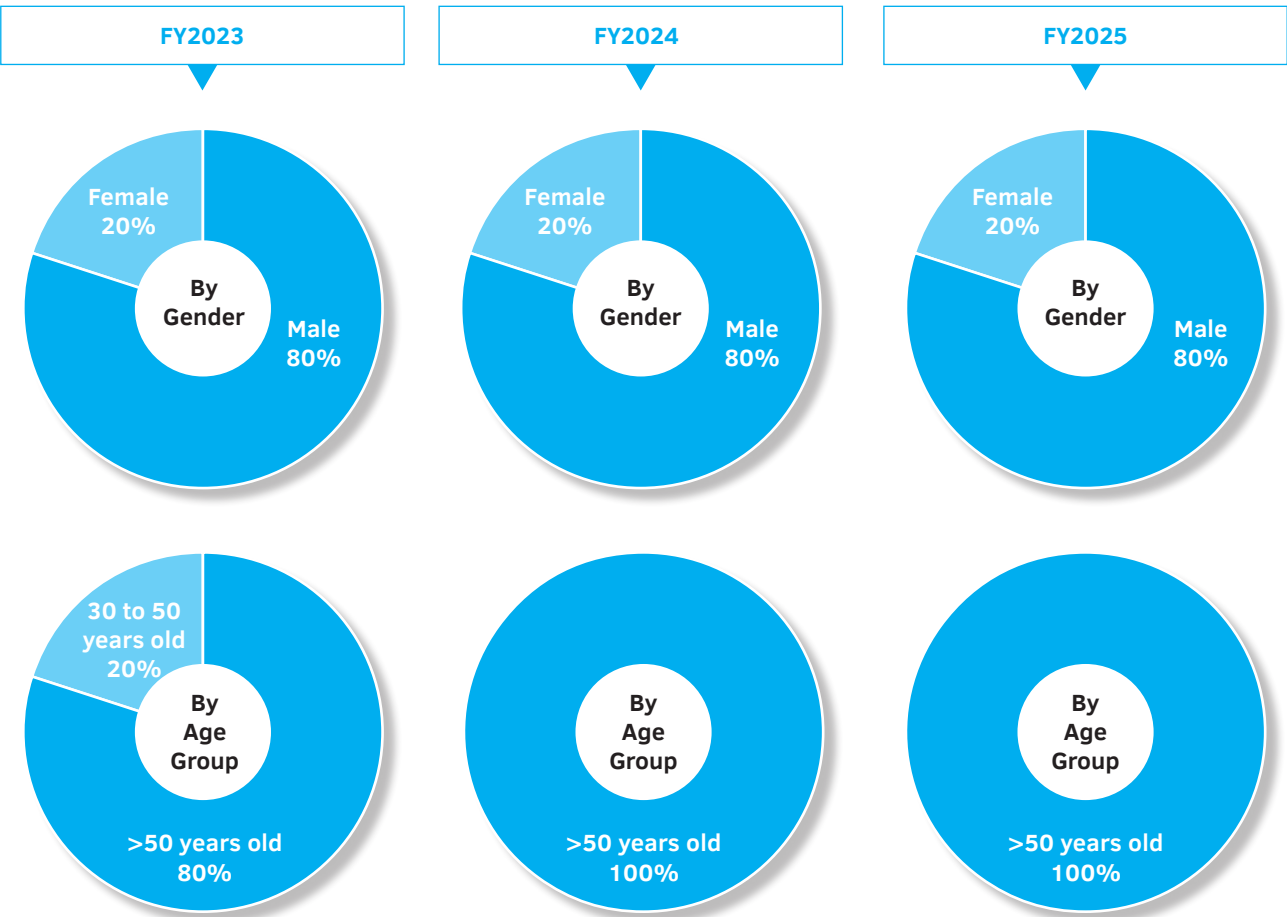
SUSTAINABILITY REPORT

DEVELOP AN ENGAGED WORKFORCE AND FAIR WORKPLACE

Sunright's Board Profile [GRI 405-1]

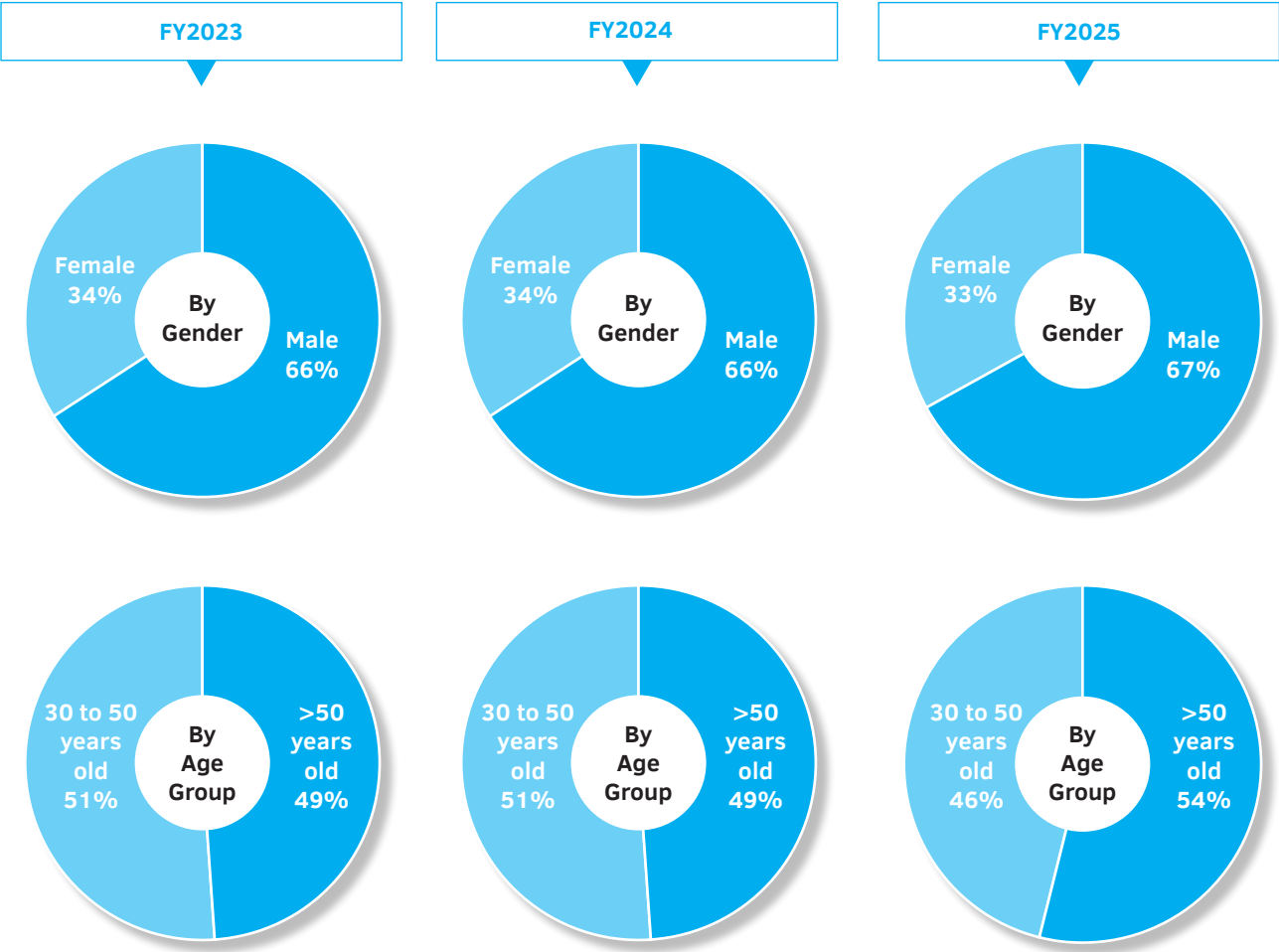
Sunright understands that diversity within an organisation is a strength, as employees of different backgrounds are able to bring new perspectives and viewpoints to a company. We also recognise that diversity has to be implemented at all levels, including at the highest level of governance: the Board and Senior Management.

Figure 8: Sunright's Board Composition



SUSTAINABILITY REPORT

Figure 9: Sunright's Senior Management Composition



For more information on board diversity and composition, please refer to our Corporate Governance Report.

Sunright's Employee and Worker Profile
[GRI 2-7, 2-8, 401-1]

In FY2025, Sunright's workforce comprised 758 employees and 879 workers across Singapore, Malaysia and China, reflecting a 18% and 26% decrease from FY2024 respectively to align to operation requirements and optimise workforce allocation across departments.

Sunright remains committed to developing our staff to their fullest potential, and we employ 100% of our staff under a permanent contract, mostly full-time. Having a diverse and inclusive workforce remains significant to Sunright's long-term prosperity, and we practise a meritocratic hiring policy, ensuring a well-balanced ratio of male and female staff.

The following charts show our employee demographics by gender and region and our worker demographics by employment category supporting Sunright's business activities.

SUSTAINABILITY REPORT

Figure 10: Sunright's Employee Demographics by Gender and Region

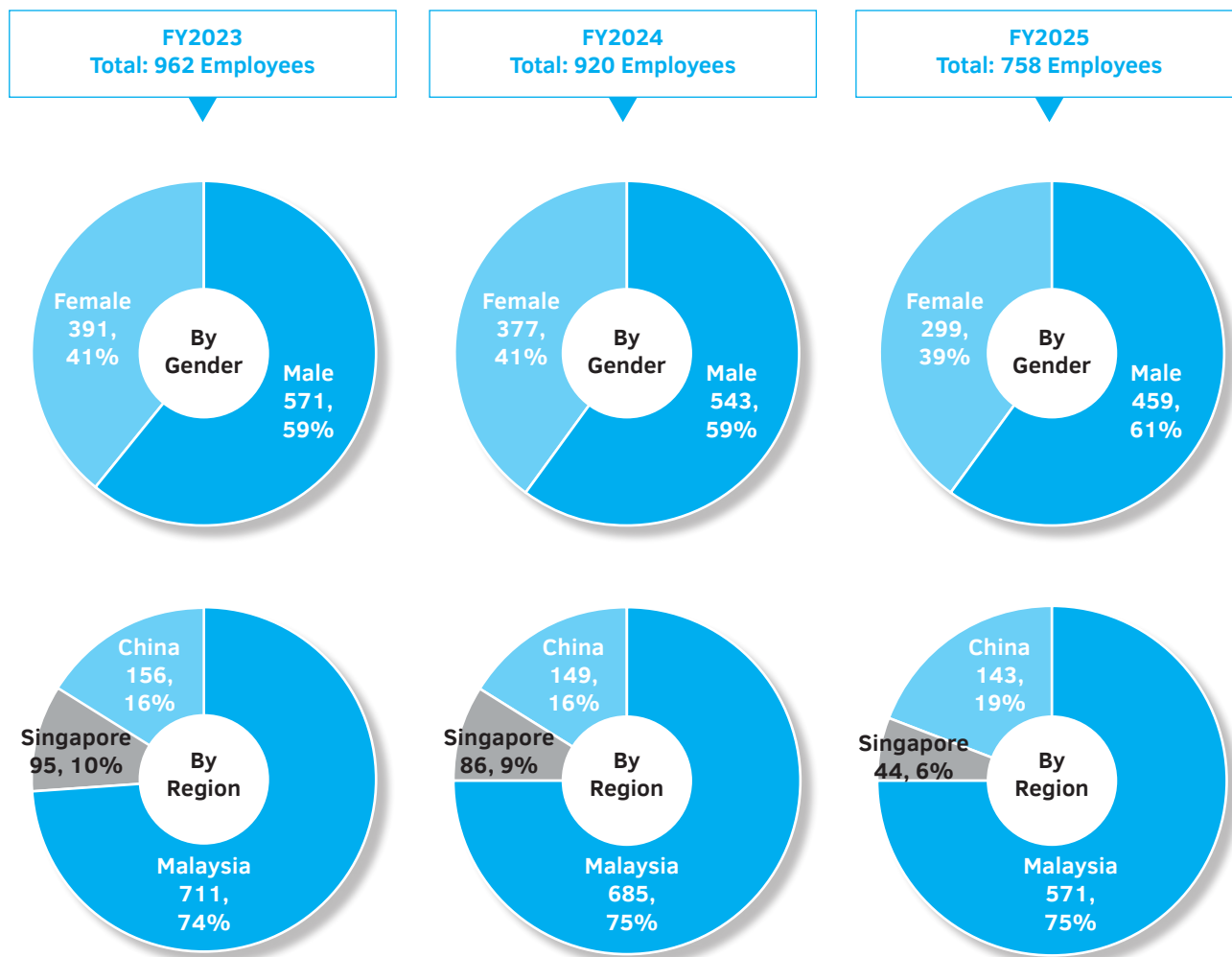


Table 8: Breakdown of employees by contract (permanent or temporary), gender and region

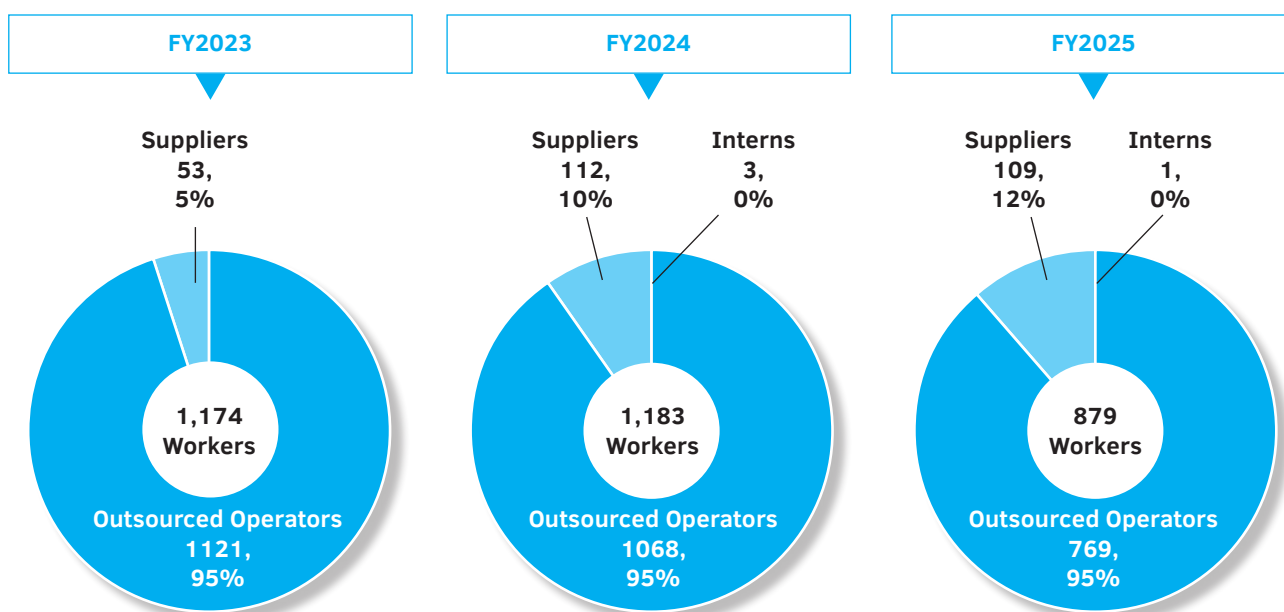
	FY2023					FY2024					FY2025				
Region	Employment Type				Total	Employment Type				Total	Employment Type				Total
	Permanent Contract		Temporary Contract			Permanent Contract		Temporary Contract			Permanent Contract		Temporary Contract		
	Male	Female	Male	Female		Male	Female	Male	Female		Male	Female	Male	Female	
Singapore	46	49	-	-	95	43	43	-	-	86	29	15	-	-	44
Malaysia	423	288	-	-	711	401	282	2	-	685	339	231	-	1	571
China	102	54	-	-	156	97	52	-	-	149	91	52	-	-	143
Total	571	391	-	-	962	571	391	-	-	920	459	298	-	1	758
	962		-			918		2			757		1		

SUSTAINABILITY REPORT

Table 9: Breakdown of employees by employment type (full-time and part-time), gender and region

	FY2023					FY2024					FY2025				
Region	Employment Type				Total	Employment Type				Total	Employment Type				Total
	Full-Time		Part-Time			Full-Time		Part-Time			Full-Time		Part-Time		
	Male	Female	Male	Female		Male	Female	Male	Female		Male	Female	Male	Female	
Singapore	46	49	-	-	95	43	43	-	-	86	29	15	-	-	44
Malaysia	423	288	-	-	711	403	282	-	-	685	339	232	-	-	571
China	102	54	-	-	156	97	52	-	-	149	91	52	-	-	143
Total	571	391	-	-	962	543	377	-	-	920	459	299	-	-	758
	962		-			920		-			758		-		

Figure 11: Sunright's Worker Demographics



SUSTAINABILITY REPORT

Table 10: Breakdown of employees by employee category, gender and age group

FY2025	Employee Category					
	Direct Labour		Exempt/Non-Exempt		Manager	
By Gender						
Male	34	20%	380	73%	45	61%
Female	132	80%	138	27%	29	39%
By Age Group						
< 30 years old	81	49%	114	22%	2	3%
30-50 years old	76	46%	325	63%	40	54%
> 50 years old	9	5%	79	15%	32	43%

FY2024	Employee Category					
	Direct Labour		Exempt/Non-Exempt		Manager	
By Gender						
Male	61	25%	431	71%	51	66%
Female	179	75%	172	29%	26	34%
By Age Group						
< 30 years old	137	57%	160	27%	1	1%
30-50 years old	89	37%	375	62%	43	56%
> 50 years old	14	6%	68	11%	33	43%

FY2023	Employee Category					
	Direct Labour		Exempt/Non-Exempt		Manager	
By Gender						
Male	86	33%	432	70%	53	66%
Female	175	67%	189	30%	27	34%
By Age Group						
< 30 years old	165	63%	181	29%	-	-
30-50 years old	81	31%	377	61%	48	60%
> 50 years old	15	6%	63	10%	32	40%

Sunright strives to maintain a balanced employee profile across all demographic groups to the best of our ability. This is reflected in our hiring practices and our efforts at talent retention, as well as our workforce, new hires and turnover demographics, which reflect the results of these efforts.

In FY2025, we hired 105 new employees, with a turnover of 267 employees. Recognising the persistent uncertainty in the employment landscape, we remain vigilant in tracking market trends.

SUSTAINABILITY REPORT

Figure 12: Total Number of New Hires by Gender, Age Group and Region

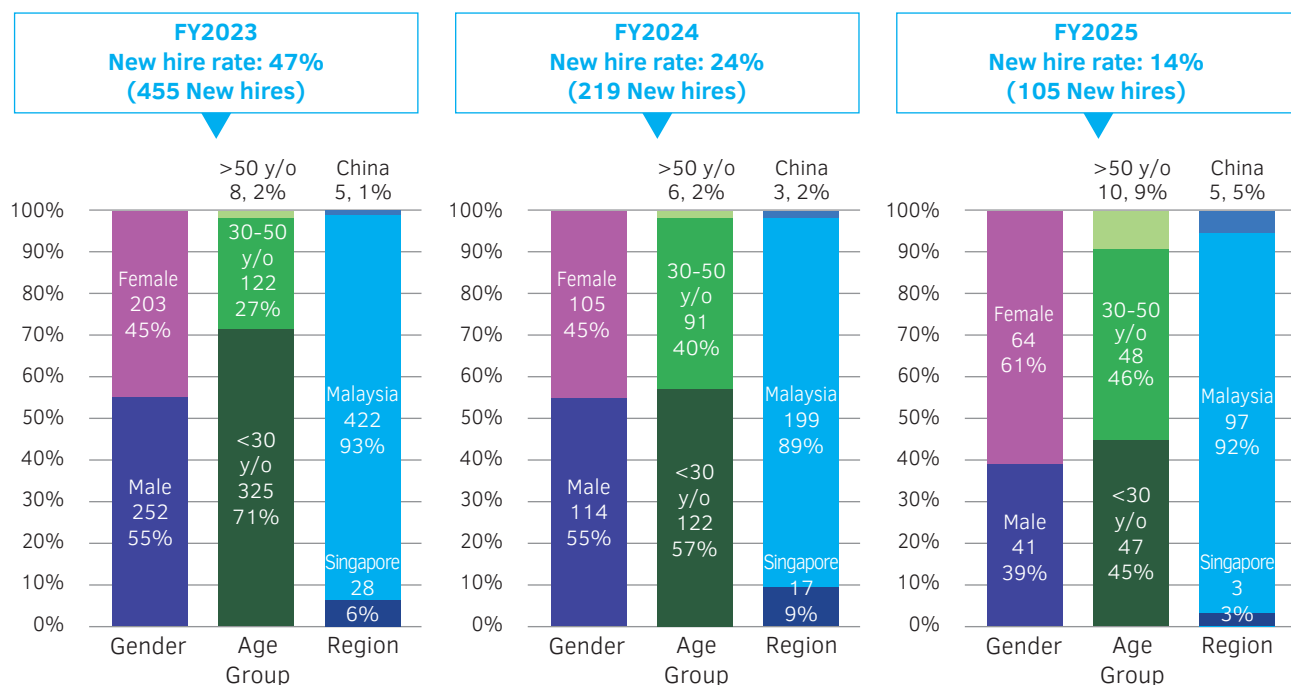
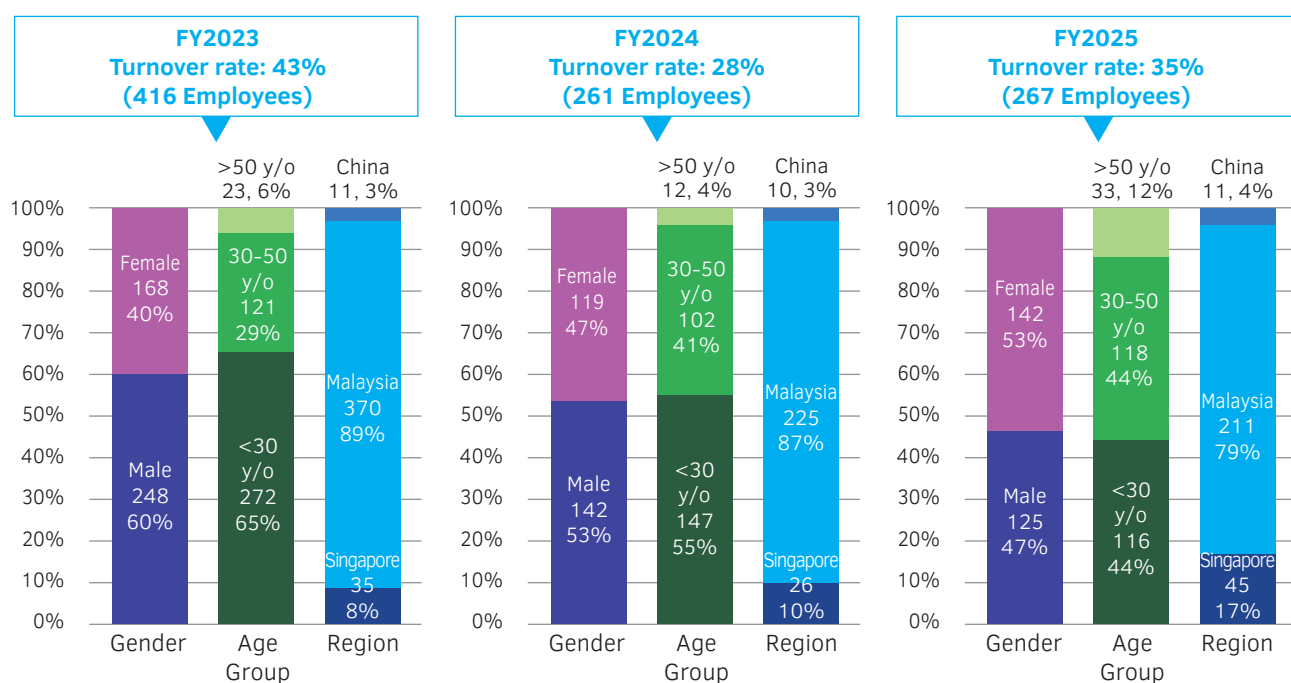


Figure 13: Total Number of Turnover by Gender, Age Group and Region



SUSTAINABILITY REPORT

Fair Employment Practices

[GRI 3-3, 2-23, 2-24, 2-25, 2-26, 406-1]

Prioritising fair and equitable treatment, equal opportunities, competitive wages and fostering a positive work environment can result in a more engaged and productive workforce while contributing to societal development and a positive company reputation. Conversely, unfair employment practices such as labour exploitation or discrimination may result in workforce dissatisfaction, legal and reputational risks and violations of human rights. Sunright believes that fair employment practice is essential for the well-being of employees, the success of the company, and its positive contributions to the broader society.

In this regard, Sunright recognises that our greatest asset is human capital. The collective skills and knowledge of our employees and workers are invaluable to us. As a result, it is of utmost priority to us to foster good relations with them. We strive to gather feedback from and understand the needs of our employees, allowing us to develop measures and policies with the goal of ensuring their continued physical and mental well-being. These policies are readily available and accessible to all employees in organisation-wide shared folders.

Sunright is a proponent of fairness within our organisation. Advancements and compensation within the company is governed by meritocratic policies. We have zero tolerance for the preferential treatment of our employees and commit to taking decisive action against any such practices in our organisation.

Table 11: Sunright's policies on fair employment and well-being of employees and workers

Name of Policy	Policy Description
Recruitment and Selection Policy 	Sunright's hiring practices are merit-based and non-discriminatory. Our recruitment policy covers the terms and conditions of the recruitment process, selection and placement of all qualified applications and current employees. We do not condone any form of discrimination and race, colour, religion, gender, age, sexual orientation, gender identity and expression, ethnicity or national origin, covered veteran status, protected genetic information, disability, pregnancy, political affiliation, union membership and marital status.
Grievance Procedures/ Mechanism 	In line with our commitment to understanding employee concerns, all our employees are encouraged to voice their concerns through the feedback channels provided. Sunright also has in place a standardised grievance reporting mechanism that allows workers to report their grievances without fear of reprisal or retaliation. This mechanism covers both our employees and foreign workers, who are able to submit their concerns in their native language, and the HR department will seek the assistance of a translator for investigation and provision of solutions. Overall, this ensures that the case will be investigated promptly by our dedicated HR team that is specialised to deal with such matters.
Labour and Human Rights Standards 	Our commitment to ensure proper labour and human rights practices is in line with our CSR goals. We acknowledge the importance of ensuring a safe, conducive and healthy environment for our employees, customers, vendors and shareholders as part of our strategy and operating initiatives. We value the diversity of our workforce, freedom of expression and feedback provided by our employees. If employees have safety concerns regarding their work environment or they feel their workspace is not conducive for daily work and productivity, they are encouraged to immediately voice their concerns to their supervisor. Sunright has zero tolerance for racism, verbal abuse, discrimination and derogatory remarks. Our policy also firmly opposes child labour and forced labour with these principles embedded in our Code. Sunright prohibits all forms of forced labour including bonded labour, slave labour and prison labour. We also prohibit child labour, defined as employing anyone under the age of 15, below the age required to complete compulsory education, or under the country's minimum legal working age, whichever is highest. We expect the highest ethical standards from our employees and will not hesitate to suspend, dismiss or report employees found to be engaged in wrongdoings to the relevant authorities. This policy is also available in Mandarin Chinese for the ease of understanding and benefit of employees at our China facility. In FY2025, there were no substantiated complaints concerning human rights violations.

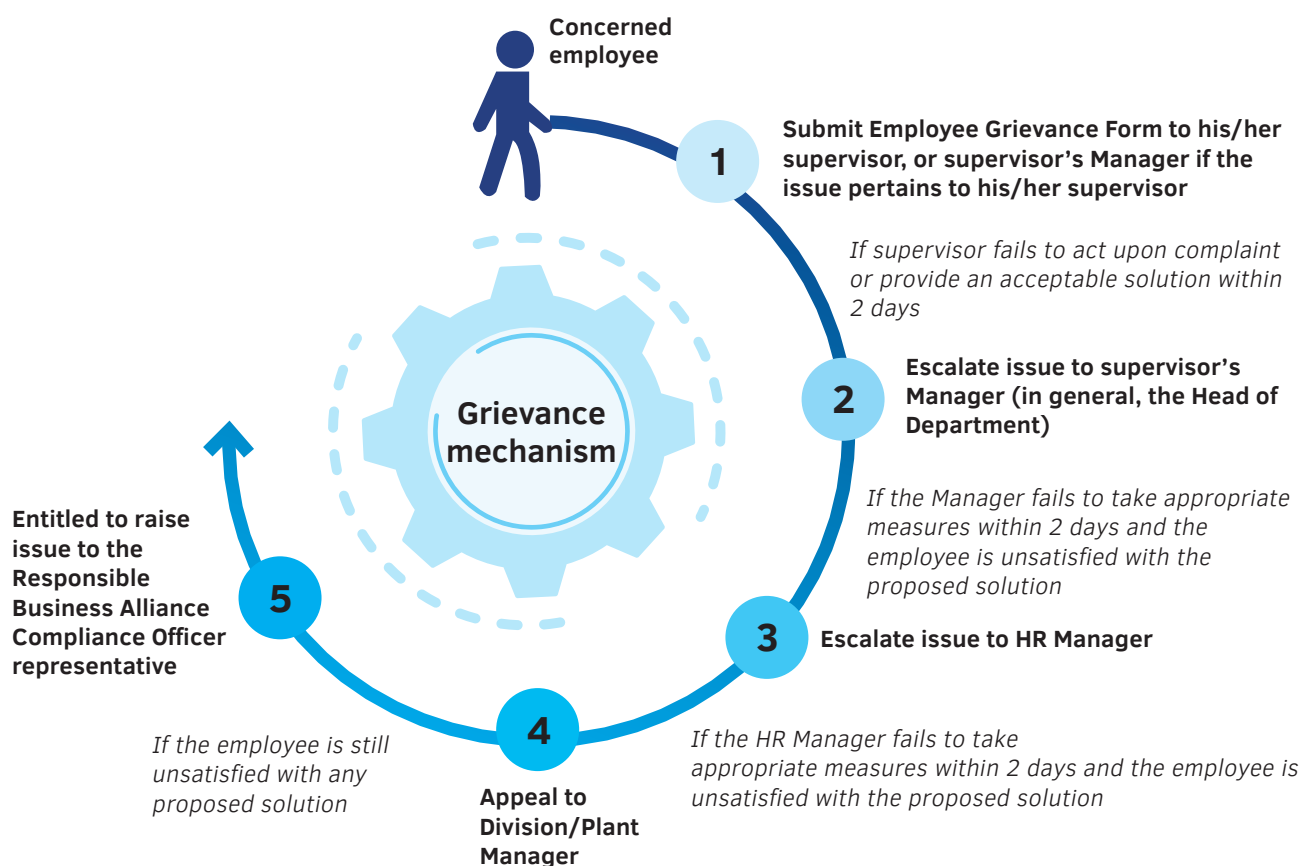
SUSTAINABILITY REPORT

Name of Policy	Policy Description
Benefits Policy 	We show appreciation to our employees by providing competitive pay, a healthy work-life balance and benefits. Our comprehensive benefits policy allotted to all our employees covers medical benefits, public holidays, service awards, annual salary reviews, gifts on occasions, etc.

Sunright prioritises fairness throughout all our operations, and as such, our fair employment practices also extend to our outsourced workers. Audits are conducted on a quarterly basis for any contractor that provides a large number of outsourced foreign workers to our operations; audits include a review of worker pay slips to ensure timely and fair compensation. Monthly audits are also conducted on the accommodations provided for our foreign workers by external vendors, and audit reports will be provided to Sunright upon request. No significant findings have been raised from these audits to date.

As our commitment to build a culture of ongoing feedback in Sunright, the HR department organises regular dialogue sessions to receive any grievances, concerns, feedback and suggestions raised by our employees and workers. Furthermore, as part of our formalised employee grievance mechanism (see Figure 14), employees who feel unfairly treated or are experiencing any workplace discrimination are encouraged to approach their supervisor or use our HR feedback channels, and issues raised may be escalated as necessary to ensure that they are fully resolved.

Figure 14: Sunright's Employee Grievance Mechanism



In FY2025, no substantiated complaints were received from our employees regarding unfair or discriminatory employment practices within Sunright.

SUSTAINABILITY REPORT

Employee Engagement and Training [GRI 404-1]

Sunright has instituted measures and activities to demonstrate appreciation to our staff as part of our commitment to employee welfare and well-being. We recognise that positive experiences at the workplace are more likely to positively impact employee productivity, work quality and retention.

We continue the “perfect attendance incentive” programme, whereby any employee in the production area with perfect attendance record would be entered into a lucky draw for cash prizes and other rewards.

Sunright also understands the importance of allowing employees to upskill themselves and remain relevant. In FY2025, our employees underwent an average of 29 hours of training covering topics that develop their soft skills as well as technical topics on equipment and machinery safety, purchasing management and knowledge on the various ISO standards. The breakdown of the training hours can be found below.

Table 12: Breakdown of training hours by gender and employee category

	FY2023		FY2024		FY2025	
	Total training hours	Average training hours	Total training hours	Average training hours	Total training hours	Average training hours
By Gender						
Male	13,521	23.7	17,225	31.7	12,319	26.8
Female	9,407	24.1	13,007	34.5	9,693	32.4
By Employee Category						
Direct Labour	5,947	22.8	8,557	35.7	4,541	27.4
Exempt/ Non-Exempt	14,764	23.8	19,748	32.7	14,822	28.6
Manager	2,217	27.7	1,927	25.0	2,650	36.3

SUSTAINABILITY REPORT

Our Training Department continues to hold training sessions for our operators and technicians. Ensuring the quality of our staff also helps to ensure that they deliver quality products and services to our customers.

Figure 15: ISO 27001 training for employees



Focus Area	Perpetual Target	FY2025 Performance
Fair Employment Practices	0 complaints from employees to regulatory authorities pertaining to unfair or discriminatory employment practices	Achieved
Employee Engagement and Training	Maintain a minimum of 20 training hours per employee each year	Achieved

PROTECTING THE ENVIRONMENT

Energy and Carbon Footprint [GRI 2-4, 3-3, 302-1, 302-3, 305-1, 305-2, 305-3, 305-4]

Efforts to prioritise energy efficiency and carbon reduction not only benefits the company through cost savings and regulatory compliance but also contributes to environmental conservation, climate change mitigation and sustainable development. However, the lack of adequate measures to manage our carbon footprint could result in environmental problems, including air pollution, which can also negatively impact local communities and human health.

In view of this, Sunright takes environmental stewardship as a duty seriously. With the rising global spotlight on climate issues, we view it as more important than ever to carry our business in an environmentally sustainable manner. Our operations are guided by the Environmental Management System (certified to ISO 14001:2015) as well as other local Energy Policies. Additionally, our expectations regarding certain environmental standards such as resource conservation, dealing with hazardous substances, wastewater and solid waste and air emissions are codified in our Code of Conduct.

In FY2025, total energy consumption comprised of fuel consumption and electricity consumption, amounted to 245,427 GJ, a 10% decrease from 272,484 GJ in FY2024. Of this total consumption, mobile combustion included mobile gasoline as the main fossil fuel used, along with a minimal amount of diesel, accounted for 503 GJ in FY2025, a decrease of 15% from the previous year due to reduced consumption. The electricity consumption decreased by 10% to 244,924 GJ primarily driven by space optimisation efforts. By reorganising equipment layouts and consolidating work spaces, we improved workflow efficiency and reduced energy consumption.

SUSTAINABILITY REPORT

Figure 16: Sunright's Total Energy Consumption (GJ) and Intensity by revenue (GJ/SGD'000)

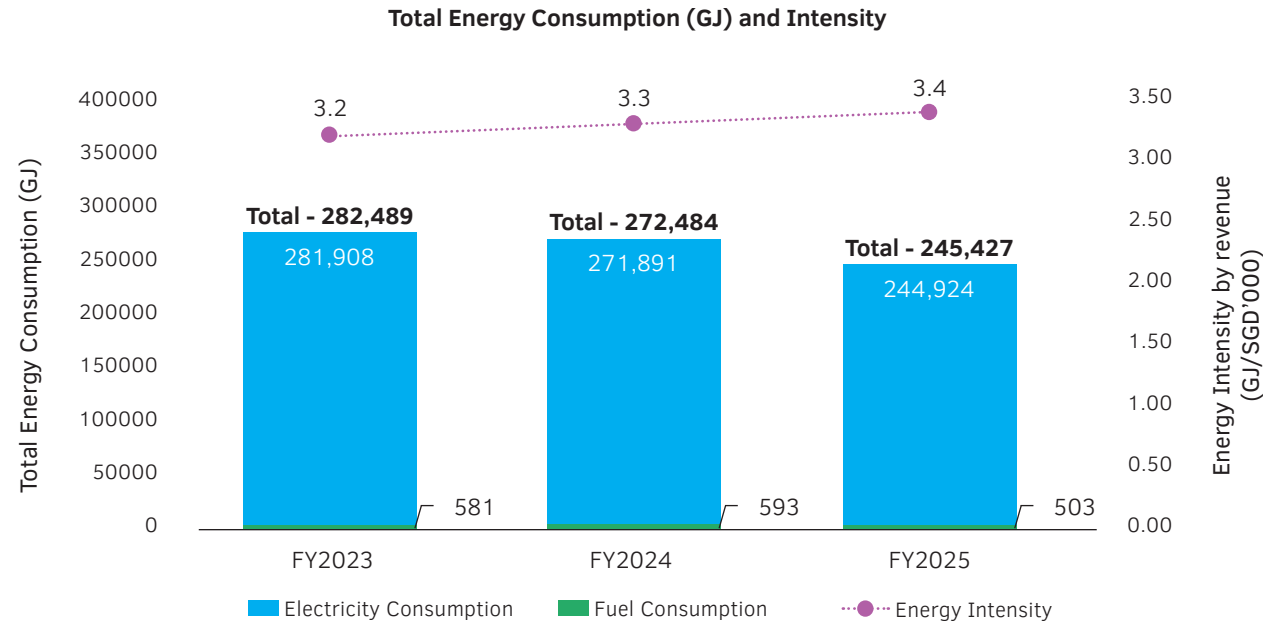


Figure 17: Sunright's Fuel Consumption from non-renewable sources

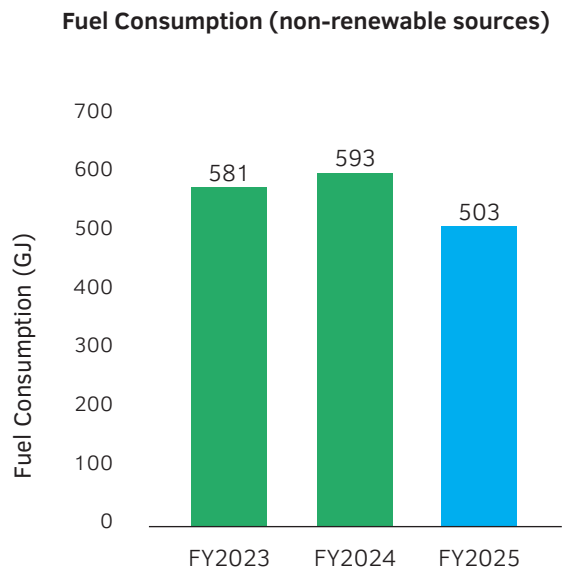
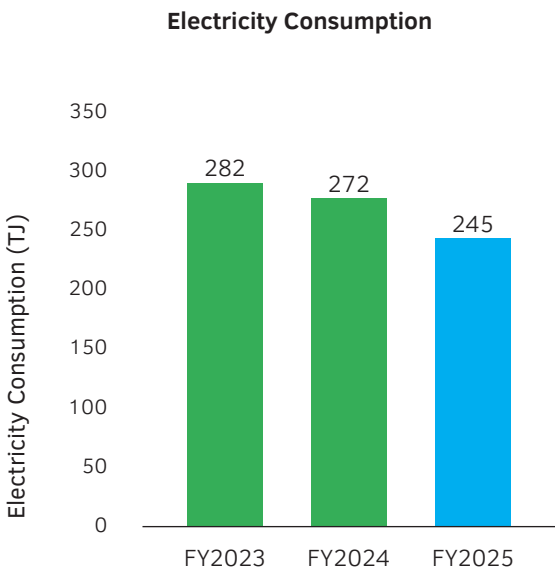


Figure 18: Sunright's Electricity Consumption



SUSTAINABILITY REPORT

Figure 19: Sunright's Scope 1 Emissions¹² (tCO₂e) and Scope 1 Intensity by revenue (tCO₂e/SGD'million)

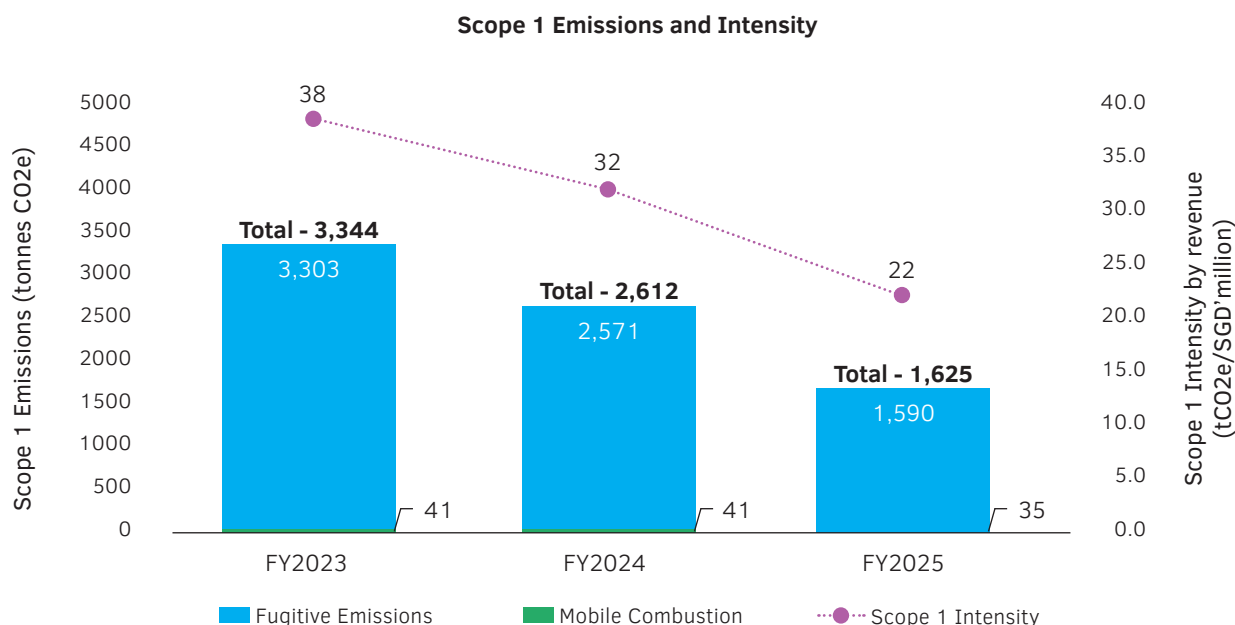
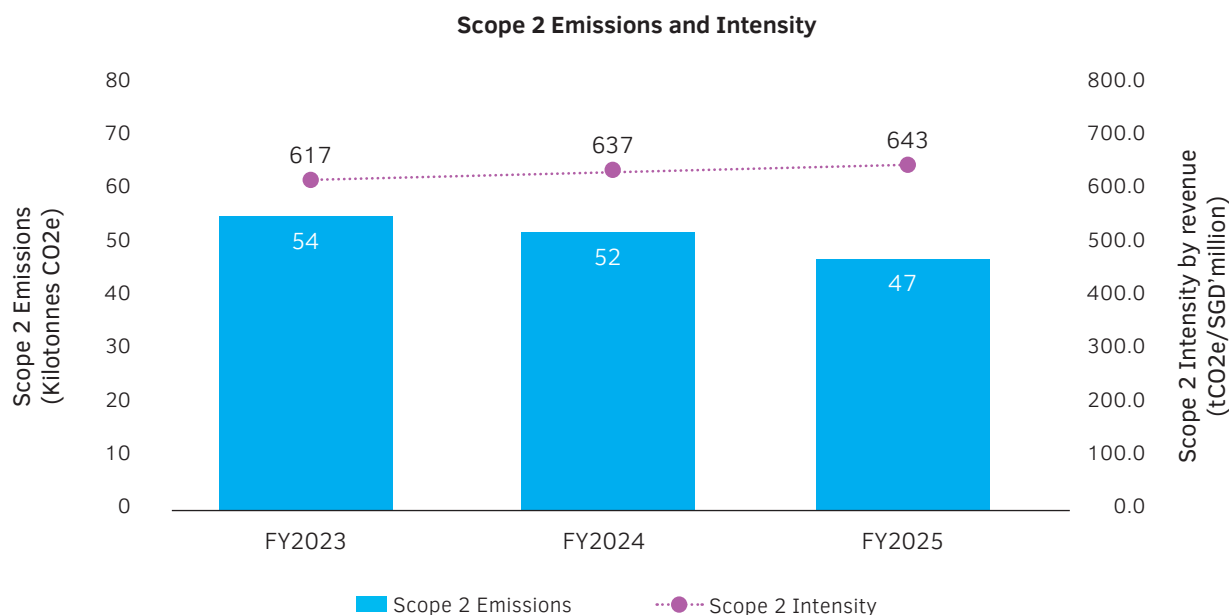


Figure 20: Sunright's Scope 2 (Indirect) Emissions (ktCO₂e) and Scope 2 Intensity by revenue (tCO₂e/SGD'million)



¹² Scope 1 fugitive emissions are due to leakage of other greenhouse gas from residential and commercial air conditioning including heat pumps, and medium and large commercial refrigeration. The data disclosed for FY2023 and FY2024 in last year's sustainability report were restated due to update of global warming potential ("GWP") values for refrigerant gases based on the IPCC 2020 Sixth Assessment Report, replacing the values from Fourth Assessment Report and Fifth Assessment Report. These changes resulted in a 11% increase of emissions for both FY2023 and FY2024.

SUSTAINABILITY REPORT

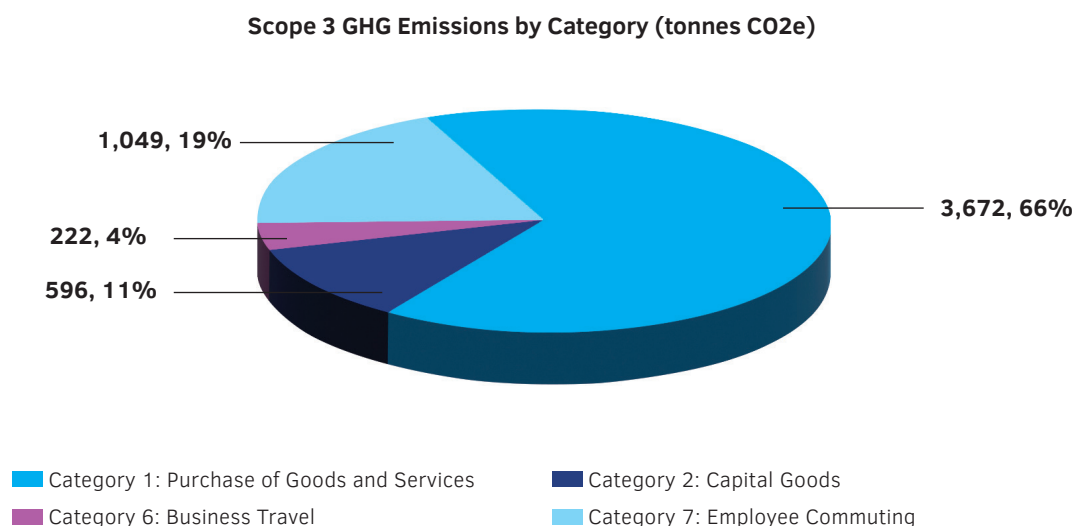
In FY2025, our Scope 1 emissions decreased by 38%, bringing emissions down to 1,625 tonnes CO₂e, driven by space optimisation efforts in the plant. With a reduced need for air conditioning used in environmental control, the consumption of refrigerant gases was lowered during the year. Correspondingly, Scope 2 emissions have decreased by 10% to 47 kilotonnes CO₂e which reflects the reduced electricity consumption related to air conditioning system. Furthermore, we observed an increase in intensity values, largely due to lower revenue generated in Malaysia as compared to prior year which affected the overall energy efficiency and operational productivity.

Sunright commenced the process of developing its Scope 3 inventory in accordance with the GHG Protocol methodology in FY2024. Scope 3 emissions encompass all indirect emissions resulting from both upstream and downstream activities within Sunright's value chain. By analysing these indirect value chain emissions, Sunright gains essential data that informs its decarbonisation efforts. This enables the company to identify the most significant emission sources within the value chain, prioritises areas for action, and develop targeted strategies for emission reduction.

Last year, Sunright prioritised its Scope 3 inventorisation process by disclosing emissions under Category 6: Business Travel – Air and Road¹³ and Category 7: Employee Commuting¹⁴. This year, Sunright further expanded its Scope 3 emissions coverage by disclosing emissions under Category 1: Purchase of Goods and Services and Category 2: Capital Goods. Category 1 includes all upstream emissions from the production of goods and services purchased by Sunright, such as tooling, office supplies and outsourced services. These emissions occur throughout the supply chain, from extraction to delivery. Category 2 accounts for the emissions from the production of capital goods. This refers to long-term assets such as machinery and equipment which are used in Sunright's operations over several years.

The total Scope 3 emissions for FY2025 from these four categories amounted to 5,518 tonnes CO₂e, as outlined in the pie chart below. Moving forward, Sunright will continue to develop mechanisms to track and disclose other relevant Scope 3 categories.

Figure 21: Breakdown of Scope 3 GHG emissions by category for FY2025



¹³ Category 6 includes emissions resulting from the combustion of fuels used for the transportation of Sunright's employees for business-related activities in aircraft and vehicles owned or operated by third parties. Examples include business flights between countries for client meetings and the use of taxis or ride-hailing services for transportation to client meetings.

¹⁴ Category 7 captures the emissions associated with employee commutes between their homes and their worksites, determined by the mode of travel and commuting distance.

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Table 13: Breakdown of Scope 3 GHG emissions (tonnes CO₂e) by category¹⁵

Scope 3 GHG Emissions (tonnes CO ₂ e)	FY2024	FY2025
Category 1: Purchase of Goods and Services	-	3,672
Category 2: Capital Goods	-	596
Category 6: Business Travel	137	222
Category 7: Employee Commuting ¹⁶	1,119	1,049
Total	1,256	5,539

Sunright will continue to closely monitor our energy consumption, perpetually nurturing a culture of energy conservation and the implementation of initiatives that aimed at reducing our environmental footprint.

Focus Area	Perpetual Target	FY2025 Performance
Energy Consumption	2% reduction in year-on-year electricity consumption	Achieved 10% reduction ¹⁷

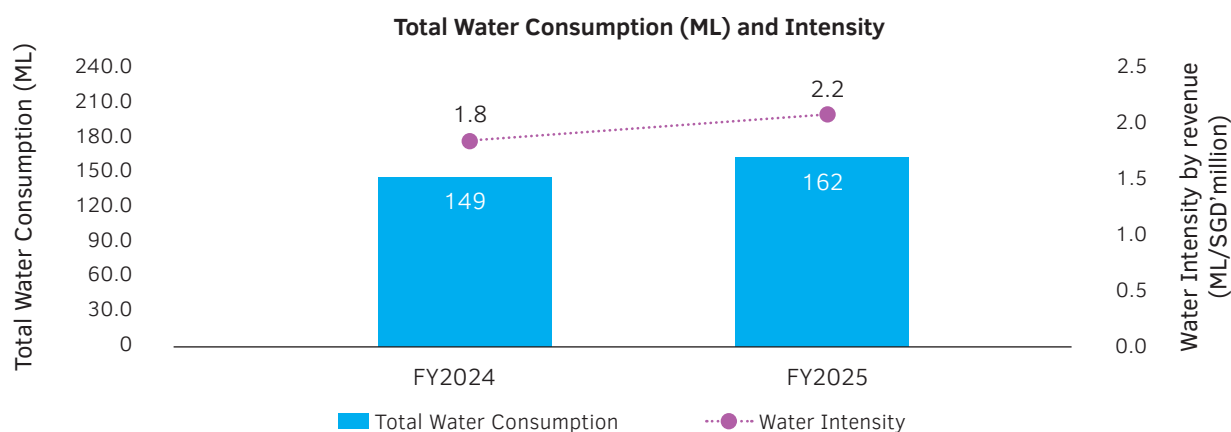
In addition to our commitment to reducing energy consumption, Sunright is actively exploring the potential of affordable renewable energy sources in the country where we operate.

During the year, Sunright procured 1,740 MWh of renewable energy for one of our facilities in Malaysia through the Green Electricity Tariff program, an initiative by the Malaysian Government aimed at offering the choice of green electricity derived from renewable energy sources.

Water Management¹⁸

[GRI 303-1, 303-2, 303-5]

Sunright recognises the crucial relevance of water as a finite resource and the need to protect it for future generations. Our commitment to water management begins with the effective use of water in our operations and the promotion of a water-saving culture among our staff. We constantly monitor and analyse our water consumption to discover areas for improvement and to reduce our water impact.



¹⁵ Scope 3 emissions for Categories 1 and 2 are newly disclosed starting FY2025. Hence, the Group is unable to obtain historical data due to data collection constraints from certain operations.

¹⁶ The data disclosed for FY2024 was restated due to improvements in data availability, which resulted in a 93% increase in emissions.

¹⁷ The total energy consumption in FY2025 has been reduced by 40% since Sunright's first disclosure of total energy consumption in FY2018 being the base year.

¹⁸ This is a new disclosure effective FY2024. Hence, the Group is unable to obtain past year data due to data collection constraints from certain operations.

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The effluents discharged from our facilities typically include water used for cleaning and cooling. All of our facilities strictly adhere to the relevant local laws and regulations regarding effluent and wastewater discharge. We regularly send samples of the effluents discharged from our facilities to third-party laboratory for testing. During the financial year, we fully complied with all local regulatory requirements in Singapore¹⁹, Malaysia²⁰ and China²¹.

METHODOLOGY

This section details definitions, methodologies and data boundaries otherwise not already specified, applied to the sustainability performance data disclosed in our Sustainability Report. They are made with reference to GRI Standards Glossary 2021, internationally recognised standards and the reporting guidance set out in the respective GRI topic-specific disclosures. The GRI topic-specific disclosures covered are listed out in the GRI Content Index of this report.

Employee and Worker

Employee is defined as an individual who is in an employment relationship with the Group, according to its national law. Sunright's employee profile can be broadly broken down by employee level as defined below:

Direct Labour: Operators and inspectors

Exempt/Non-Exempt: Technicians and executives

Manager: All levels of managers including senior management and above

Senior Management: Head of Departments and above

Worker is defined as an individual whose work, or workplace, is controlled by the Group. Sunright's workers include outsourced operators and suppliers (including outsourced service providers), such as cleaners, who are directly involved in daily production activities.

Employee New Hire and Turnover

The rate of new hires takes the total number of new hires over the total number of employees as at 31 July 2025, expressed as a percentage. Likewise, the rate of turnover takes the total number of turnovers over the total number of employees as at 31 July 2025, expressed as a percentage.

Training Hours

Average training hours per employee takes the total training hours for the financial year over the total number of employees recorded as at 31 July 2025.

Occupational Health and Safety

According to the International Labour Organisation, an occupational accident is an unexpected and unplanned occurrence, including acts of violence, arising out of or in connection with work which results in one or more workers incurring a personal injury, disease or death. The coverage for occupational accident cases includes employees and workers at all Sunright operations.

With reference to GRI 403: Occupational Health and Safety Standard as well as Singapore's Ministry of Manpower Guidelines, the different types of occupational accidents are defined as follows:

- High consequence work-related injuries are work-related injuries that result in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.
- Work-related injury is an injury that results in any of the following: death, days away from work, hospitalisation, medical treatment beyond first aid, or loss of consciousness.
- Work-related ill-health indicates damage to health and includes diseases, illnesses and disorders.

¹⁹ Singapore's Sewerage and Drainage (Trade Effluent) Regulations

²⁰ Malaysia's Standard B under Environmental Quality (Industrial Effluents) Regulations 2009

²¹ China's Integrated Wastewater Discharge Standard (GB8978-1996)

SUSTAINABILITY REPORT

Recordable work-related injury rates and recordable high consequence work-related injury rates are calculated based on 1,000,000 hours worked, using the formula of the total number of injuries divided by the number of hours worked multiplied by 1,000,000. Lost time injury rate accounts for incidents that resulted in at least one day of missed work calculated based on 1,000,000 hours worked. The number of hours worked refers to the total estimated working hours based on standard hours of work, taking into account entitlements to periods of paid leave of absence from work.

Non-compliance Incidents

Such incidents refer to non-compliance with social, economic and environmental laws and/or regulations applicable to the Group, brought through dispute resolution mechanisms and/or resulting in:

- Significant fines
- Non-monetary sanctions

Energy Consumption and Greenhouse Gas Emission Data

Energy consumption and GHG emissions data of Sunright Group covers the consumption of Sunright operations in Singapore, Malaysia and China. The total energy consumption is expressed in joules (“J”) or multiples while emissions are expressed in tonnes of carbon dioxide equivalents (“tonnes CO₂e” or “tCO₂e”) or multiples for Scope 1 and 2 emissions respectively.

For petrol and diesel, CO₂, methane (“CH₄”) and nitrous oxide (“N₂O”) were included in the GHG calculation. Default emissions factors were sourced from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories while the global warming potential (“GWP”) values were sourced from the 2020 IPCC Sixth Assessment Report (“AR6”) for relevant gases disclosed.

The Electricity Grid Emissions Factors (“GEF”) used in the calculation of Scope 2 emissions for FY2025, FY2024 and FY2023 have been obtained from the latest Singapore Energy Statistics (“SES”), the Energy Market Authority’s (“EMA”) annual publication on energy statistics in Singapore, at the time of publication. Similarly, the GEFs used for operations in Malaysia and China were obtained from the Institute for Global Environmental Strategies (“IGES”) database, also at the time of publication.

The following table details the GEF values (in kgCO₂/kWh) used for the relevant geographies:

	FY2023	FY2024	FY2025	Source
Singapore	0.4057	0.4168	0.4120	EMA, Singapore Grid Emission Factor, last updated for 2022
Malaysia	0.6448	0.6448	0.6448	Institute for Global Environmental Strategies 2025 database, last updated for 2017
China	0.9419	0.9714	0.9350	Institute for Global Environmental Strategies 2025 database for China (North China Grid), last updated for 2021

SUSTAINABILITY REPORT

Sunright commenced the process of developing its Scope 3 inventory in accordance with the GHG Protocol methodology in 2024 and has disclosed limited scope of Scope 3 categories due to current data availability. The definitions for the reported categories are:

- **Category 1 Purchase of Goods and Services:** Emissions from extraction, production and transportation of goods and services purchased or acquired by the reporting company during the reporting year excluding those accounted for in categories 2 to 8.
 - Methodologies used and assumptions made: Spend-based method. Purchases made by Sunright during the reporting year which are not covered in other Scope 3 categories. Each transaction was mapped to the corresponding North American Industry Classification System ("NAICS") code and its associated emission factor. The emission factor was further adjusted using compound inflation rate ("CIR") from 2022 to the current year.
 - Source of NAICS code and emission factors: Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6 (U.S. Environmental Protection Agency, 2022)
 - Source of inflation rate: Consumer Price Index (U.S. Bureau of Labor Statistics, 2025)
- **Category 2 Capital Goods:** Emissions from extraction, production and transportation of capital goods purchased or acquired by the reporting company in the reporting year.
 - Methodologies used and assumptions made: Spend-based method. Capital goods purchased during the year were mapped to the corresponding NAICS code and its associated emission factor. The emission factor was further adjusted using CIR from 2022 to current year.
 - Source of NAICS code and emission factors: Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6 (U.S. Environmental Protection Agency, 2022)
 - Source of inflation rate: Consumer Price Index (U.S. Bureau of Labor Statistics, 2025)
- **Category 6 Business Travel:** Emissions from the transportation of employees for business related activities in vehicles owned or operated by third parties, such as aircraft, trains, buses and passenger cars.
 - Methodologies used and assumptions made: Distance-based method for air travel and Spend-based method for road travel.
 - Source of emission factors:
 - For air travel: Greenhouse gas reporting: conversion factors 2025 (UK Government Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy)
 - For road travel: Supply Chain GHG Emission Factors for US Commodities and Industries v1.1.1 (U.S. Environmental Protection Agency, 2022).
- **Category 7 Employee Commuting:** Emissions from the transportation of employees between their homes and their worksites.
 - Methodologies used and assumptions made: Distance-based method. Distance travelled is assumed to be the distance between employees' homes and their worksites. Mode of transportation taken by employees is derived from an employee survey.
 - Source of emission factors: Greenhouse gas reporting: conversion factors 2025 (UK Government Department for Energy Security and Net Zero and Department for Business, Energy & Industrial Strategy)

Energy and GHG Emission Intensity Ratios

Energy and GHG emission intensity ratios are expressed in tCO₂e / revenue or multiples. The organisation-specific metric (the denominator) used was revenue. The type of energy included in the intensity ratio only includes fuel and electricity consumption within the organisation while the type of GHG emissions included in the intensity ratios only includes Scope 1 and 2 emissions.

Water Consumption

Water consumption data for Sunright covers our operations in Singapore, Malaysia, and China. The total water consumption is expressed in megalitres, while water consumption intensity is measured in revenue or multiples.

SUSTAINABILITY REPORT

GRI CONTENT INDEX

Statement of use	Sunright has reported in accordance with the GRI Standards for the period from 1 August 2024 to 31 July 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No applicable sector standards

Disclosure		Reference(s) or Reasons for Omission
Material Topic: General Disclosures		
Organisational Profile		
2-1	Organisational details	About Sunright Limited (page 10)
2-2	Entities included in the organisation's sustainability reporting	About the Report (page 10)
2-3	Reporting period, frequency and contact point	About the Report (page 10)
2-4	Restatements of information	Energy and Carbon Footprint (pages 36-40)
2-5	External assurance	About the Report (page 10)
2-6	Activities, value chain and other business relationships	About Sunright Limited (page 10) and Managing Supply Chains Responsibly (pages 25-26)
2-7	Employees	Sunright's Employee and Worker Profile (pages 28-32)
2-8	Workers who are not employees	Sunright's Employee and Worker Profile (pages 28-32)
2-9	Governance structure and composition	Corporate Governance Report (pages 55-73)
2-10	Nomination and selection of the highest governance body	Corporate Governance Report (pages 55-73)
2-11	Chair of the highest governance body	Corporate Governance Report (pages 55-73)
2-12	Role of the highest governance body in overseeing the management of impacts	Our Sustainability Commitment and Governance (page 11)
2-13	Delegation of responsibility for managing impacts	Our Sustainability Commitment and Governance (page 11)
2-14	Role of the highest governance body in sustainability reporting	Our Sustainability Commitment and Governance (page 11)
2-15	Conflicts of interest	Corporate Governance Report (pages 55-73)
2-16	Communication of critical concerns	0 substantiated cases reported. Our Sustainability Commitment and Governance (page 11)
2-17	Collective knowledge of the highest governance body	Our Sustainability Commitment and Governance (page 11)
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Report (pages 63-64) Management has introduced the evaluation form to the Board and the evaluation will be conducted on an annual basis.

SUSTAINABILITY REPORT

Disclosure		Reference(s) or Reasons for Omission
2-19	Remuneration policies	Corporate Governance Report (pages 55-73) However, current remuneration policies do not incorporate the objectives and performance of governance bodies in relation to the management of the organisation's impacts on the economy, environment, and people.
2-20	Process to determine remuneration	Corporate Governance Report (pages 55-73)
2-21	Annual total compensation ratio	Sunright is unable to disclose the information due to confidentiality constraints.
2-22	Statement on sustainable development strategy	Board Statement (page 10)
2-23	Policy commitments	Uphold Corporate Governance and Building an Ethical Culture (pages 20-24) and Fair Employment Practices (pages 33-34)
2-24	Embedding policy commitments	Uphold Corporate Governance and Building an Ethical Culture (pages 20-24) and Fair Employment Practices (pages 33-34)
2-25	Processes to remediate negative impacts	Fair Employment Practices (pages 33-34)
2-26	Mechanisms for seeking advice and raising concerns	Fair Employment Practices (pages 33-34)
2-27	Compliance with laws and regulations	Ensuring Strict Compliance with Applicable Laws and Regulations (page 19)
2-28	Membership associations	Singapore Business Federation, Singapore Manufacturing Federation, Malaysian Employers Federation, The Free Trade Zone, Penang Companies' Association
2-29	Approach to stakeholder engagement	Stakeholder Engagement (pages 11-13)
2-30	Collective bargaining agreements	None of our employees are covered by collective bargaining agreements. Nonetheless, our employees in China are covered under the All-China Federation of Trade Unions ("ACFTU"), a national federation of work organisations that represents the interests and safeguards the rights of workers in China. Sunright respects the rights of its employees to join or form a labour union.
Material Topic: Management Approach		
3-1	Process to determine material topics	Materiality Assessment (pages 13-14)
3-2	List of material topics	Materiality Assessment (pages 13-14)
Material Topic: Ethical Business Conduct		
Anti-corruption		
3-3	Management of material topics	Uphold Corporate Governance and Building an Ethical Culture (pages 20-24)
205-1	Operations assessed for risks related to corruption	Uphold Corporate Governance and Building an Ethical Culture (pages 20-24)

SUSTAINABILITY REPORT

Disclosure		Reference(s) or Reasons for Omission
205-2	Communication and training about anti-corruption policies and procedures	Uphold Corporate Governance and Building an Ethical Culture (pages 20-24)
205-3	Confirmed incidents of corruption and actions taken	Uphold Corporate Governance and Building an Ethical Culture (pages 20-24)
Material Topic: Regulatory Compliance		
General Disclosures - Compliance		
3-3	Management of material topics	Ensuring Strict Compliance with Applicable Laws and Regulations (page 19)
2-27	Compliance with environmental laws and regulations	Ensuring Strict Compliance with Applicable Laws and Regulations (page 19)
Material Topic: Economic Performance		
Economic Performance and Procurement Practices		
3-3	Management of material topics	Sustaining Economic Performance (page 24)
201-1	Direct economic value generated and distributed	Contributing Direct Economic Value (pages 24-25)
204-1	Proportion of spending on local suppliers	Managing Supply Chains Responsibly (pages 25-26)
Material Topic: Fair Employment Practices		
Employment and Non-discrimination		
3-3	Management of material topics	Fair Employment Practices (pages 33-34)
401-1	New employee hire and employee turnover	Sunright's Employee and Worker Profile (pages 28-32)
404-1	Average hours of training per year per employee	Employee Engagement and Training (pages 35-36)
405-1	Diversity of governance bodies and employees	Sunright's Board Profile (pages 27-28)
406-1	Incidents of discrimination and corrective actions taken	Fair Employment Practices (pages 33-34)
Material Topic: Energy and Carbon Footprint		
Energy Consumption and Emissions		
3-3	Management of material topics	Energy and Carbon Footprint (pages 36-40)
302-1	Energy consumption within the organisation	Energy and Carbon Footprint (pages 36-40)
302-3	Energy intensity	Energy and Carbon Footprint (pages 36-40)
305-1	Direct (Scope 1) GHG emissions	Energy and Carbon Footprint (pages 36-40)
305-2	Energy indirect (Scope 2) GHG emissions	Energy and Carbon Footprint (pages 36-40)
305-3	Other indirect (Scope 3) GHG emissions	Energy and Carbon Footprint (pages 36-40)
305-4	GHG emissions intensity	Energy and Carbon Footprint (pages 36-40)

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Disclosure		Reference(s) or Reasons for Omission
Additional Topic: Water Management		
Water and Effluents (2018)		
303-1	Interactions with water as a shared resource	Water Management (pages 40-41)
303-2	Management of water discharge-related impacts	Water Management (pages 40-41)
303-5	Water consumption	Water Management (pages 40-41)
Material Topic: Occupational Health and Safety		
Occupational Health and Safety (2018)		
3-3	Management of material topics	Fostering a Safety Culture (pages 15-19)
403-1	Occupational health and safety management system	Fostering a Safety Culture (pages 15-19)
403-2	Hazard identification, risk assessment, and incident investigation	Fostering a Safety Culture (pages 15-19)
403-3	Occupational health services	Fostering a Safety Culture (pages 15-19)
403-4	Worker participation, consultation, and communication on occupational health and safety	Fostering a Safety Culture (pages 15-19)
403-5	Worker training on occupational health and safety	Fostering a Safety Culture (pages 15-19)
403-6	Promotion of worker health	Fostering a Safety Culture (pages 15-19)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Fostering a Safety Culture (pages 15-19)
403-9	Work-related injuries	Fostering a Safety Culture (pages 15-19)
403-10	Work-related ill-health	Fostering a Safety Culture (pages 15-19)
Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security (page 24)

SUSTAINABILITY REPORT

Task Force on Climate-related Financial Disclosures (“TCFD”) Content Index

Sunright extended effort in environmental sustainability by addressing climate-related risks and opportunities in this year’s Sustainability Report. We strive to update disclosures with reference to the TCFD recommendations through a phased approach.

TCFD Recommendations	Our Approach	Page Reference
Governance: Disclose organisation’s governance around climate-related risks and opportunities		
Describe the Board’s oversight of climate-related risks and opportunities	The Board assisted by the Audit and Risk Committee (“ARC”), oversees the Group’s risk management and internal control systems, while the business unit management identifies and assesses the material risks faced by the Group as well as the design, implementation and monitoring of suitable internal controls to manage and mitigate these risks.	Our Sustainability Commitment and Governance (page 11)
Describe management’s role in assessing and managing climate-related risks and opportunities	The Board recognises its obligation to maintain a sound risk management framework and internal control systems, which includes developing an adequate risk management and control framework and periodically reviewing its effectiveness, appropriateness and integrity. The Group has put in place a structure with formally defined lines of responsibility and delegation of authority. A process of hierarchical reporting has been established, which provides for a documented and auditable trail of accountability. The Group’s internal control procedures also encompass a series of standard operating practice manuals and business process manuals, which serve as guidance for proper measures to be undertaken, and are subject to regular review, enhancement and improvement.	Corporate Governance Report (pages 55-73)
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy and financial planning where such information is material		
Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	As guided by SGX’s recommended phased implementation approach, Sunright has begun conducting and incorporating climate scenario analysis into its climate reporting framework. For financial year ended 31 July 2025, Sunright’s analysis focuses on two climate pathways: the Net Zero Emissions Scenario and the Business-as-Usual Scenario. These scenarios primarily reference the IPCC’s Representative Concentration Pathways (RCPs) for physical risk assessment and the Shared Socioeconomic Pathways (SSPs) for transition risk assessment. The Net Zero and Business-as-Usual pathways were selected to provide Sunright with a comprehensive understanding of potential impacts, allowing the Group to prepare for both best and worst-case outcomes related to physical and transition risks. The IPCC’s RCPs and SSPs are globally recognised and widely used for mapping potential climate pathways and socioeconomic developments. Through this qualitative climate scenario analysis, Sunright aims to assess the company’s resilience to climate change across the aforementioned time horizons, ensuring that it remains agile in addressing future climate challenges.	

SUSTAINABILITY REPORT

TCFD Recommendations	Our Approach	Page Reference															
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	Summary of the climate scenario analysis parameters used:																
	<table><tr><th></th><th>Net Zero Scenario <i>Warming of 2°C or lower by the year 2100</i></th><th>Business-as-Usual <i>Warming of >4°C by the year 2100</i></th></tr><tr><td>Brief description of the scenarios</td><td>In this scenario, the world actively addresses climate change by drastically reducing greenhouse gas emissions. This is achieved through widespread adoption of renewable energy, increased energy efficiency and cutting-edge sustainable technologies. Countries collaborate to reach net zero emissions by the latter half of the century, ensuring a sustainable balance between the emissions produced and those removed from the atmosphere, leading to a more sustainable and climate-resilient world.</td><td>In this scenario, the world continues its current growth-focused path with a strong reliance on fossil fuels, leading to high greenhouse gas emissions. Technological progress and improvements in health and education occur, but these developments do not significantly reduce the environmental impact. This results in a sharp rise in atmospheric carbon dioxide levels, causing severe climate change with extreme weather, higher temperatures and widespread ecological disruption, posing serious challenges to life on Earth.</td></tr><tr><td>Climate scenarios used</td><td> • IPCC RCP 2.6 • IPCC SSP1-2.6 </td><td> • IPCC RCP 8.5 • IPCC SSP5-8.5 </td></tr><tr><td>Time horizons</td><td colspan="2"> • Short-term: 2026. Selected to align with business planning cycles and near-term operational risks. • Medium-term: 2030. Aligns with key regulatory and transition milestones, including national and sectoral decarbonisation targets. • Long-term: 2050. Anchored to global net-zero goals and widely adopted by peers and industries as a standard horizon for strategic climate resilience </td></tr><tr><td>Countries</td><td colspan="2">Singapore, Malaysia and China</td></tr></table>			Net Zero Scenario <i>Warming of 2°C or lower by the year 2100</i>	Business-as-Usual <i>Warming of >4°C by the year 2100</i>	Brief description of the scenarios	In this scenario, the world actively addresses climate change by drastically reducing greenhouse gas emissions. This is achieved through widespread adoption of renewable energy, increased energy efficiency and cutting-edge sustainable technologies. Countries collaborate to reach net zero emissions by the latter half of the century, ensuring a sustainable balance between the emissions produced and those removed from the atmosphere, leading to a more sustainable and climate-resilient world.	In this scenario, the world continues its current growth-focused path with a strong reliance on fossil fuels, leading to high greenhouse gas emissions. Technological progress and improvements in health and education occur, but these developments do not significantly reduce the environmental impact. This results in a sharp rise in atmospheric carbon dioxide levels, causing severe climate change with extreme weather, higher temperatures and widespread ecological disruption, posing serious challenges to life on Earth.	Climate scenarios used	• IPCC RCP 2.6 • IPCC SSP1-2.6	• IPCC RCP 8.5 • IPCC SSP5-8.5	Time horizons	• Short-term: 2026. Selected to align with business planning cycles and near-term operational risks. • Medium-term: 2030. Aligns with key regulatory and transition milestones, including national and sectoral decarbonisation targets. • Long-term: 2050. Anchored to global net-zero goals and widely adopted by peers and industries as a standard horizon for strategic climate resilience		Countries	Singapore, Malaysia and China	
		Net Zero Scenario <i>Warming of 2°C or lower by the year 2100</i>	Business-as-Usual <i>Warming of >4°C by the year 2100</i>														
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	Countries	Singapore, Malaysia and China															
The table below highlights the climate-related risks and opportunities most material to Sunright. A phased approach will be adopted to disclose more details and quantifiable impacts on the identified climate-related risks, opportunities and relevant mitigation measures in subsequent reports.																	

TCFD Recommendations	Our Approach	Page Reference																
	<u>Transition Risks</u> Transition risks are generally associated to the transition to a low-carbon economy, which might involve governmental changes, disruptive technological advances and changes in customer and investor preferences. <table><tr><th rowspan="2">Risk Type</th><th rowspan="2">Risk Description</th><th rowspan="2">Potential Impacts</th><th colspan="2">Time horizon & potential financial impact level across the climate scenario</th><th rowspan="2">Adaptation or Mitigation Measures</th><th rowspan="2">Risk Concentration in Business Model & Value Chain</th></tr><tr><th>Net Zero</th><th>Business-as-Usual</th></tr><tr><td>Policy and legal</td><td>Current and emerging climate-reporting regulations for listed firms</td><td>Increased resources and costs to implement processes to ensure compliance with climate-reporting regulations.</td><td>Medium term</td><td>Medium term</td><td>Continue to work closely with the stakeholders and consultants to keep abreast of all sustainability reporting developments and regulations.</td><td>The concentration of this risk is in Sunright's operations in Malaysia and China, where increasing climate-related reporting and regulatory requirements are most likely to impact costs and compliance obligations, particularly being a company listed on the Mainboard of the Singapore Exchange Limited.</td></tr></table> Potential financial impact level: Low Medium High	Risk Type	Risk Description	Potential Impacts	Time horizon & potential financial impact level across the climate scenario		Adaptation or Mitigation Measures	Risk Concentration in Business Model & Value Chain	Net Zero	Business-as-Usual	Policy and legal	Current and emerging climate-reporting regulations for listed firms	Increased resources and costs to implement processes to ensure compliance with climate-reporting regulations.	Medium term	Medium term	Continue to work closely with the stakeholders and consultants to keep abreast of all sustainability reporting developments and regulations.	The concentration of this risk is in Sunright's operations in Malaysia and China, where increasing climate-related reporting and regulatory requirements are most likely to impact costs and compliance obligations, particularly being a company listed on the Mainboard of the Singapore Exchange Limited.	
Risk Type	Risk Description				Potential Impacts	Time horizon & potential financial impact level across the climate scenario			Adaptation or Mitigation Measures	Risk Concentration in Business Model & Value Chain								
		Net Zero	Business-as-Usual															
Policy and legal	Current and emerging climate-reporting regulations for listed firms	Increased resources and costs to implement processes to ensure compliance with climate-reporting regulations.	Medium term	Medium term	Continue to work closely with the stakeholders and consultants to keep abreast of all sustainability reporting developments and regulations.	The concentration of this risk is in Sunright's operations in Malaysia and China, where increasing climate-related reporting and regulatory requirements are most likely to impact costs and compliance obligations, particularly being a company listed on the Mainboard of the Singapore Exchange Limited.												

SUSTAINABILITY REPORT

TCFD Recommendations	Our Approach					Page Reference
Risk Type	Risk Description	Potential Impacts	Time horizon & potential financial impact level across the climate scenario		Adaptation or Mitigation Measures	Risk Concentration in Business Model & Value Chain
			Net Zero	Business-as-Usual		
Reputation	Increasing stakeholder expectations in relation to climate change and emissions	Failure to meet the increasing stakeholder expectations in relation to climate change and emissions may pose a reputational risk, potentially leading to diminished investor confidence, reduced company valuations and challenges in retaining skilled workforce.	Medium term	Medium term	Engage key stakeholders, including customers and investors to understand and address their concerns to meet or exceed their ESG expectations.	This risk is concentrated on Sunright's customer, particularly multinational clients and investor relations where expectations for credible ESG performance and disclosure are highest.
			Long term	Long term		

Potential financial impact level:
■ Low ■ Medium ■ High

SUSTAINABILITY REPORT

TCFD Recommendations	Our Approach	Page Reference																														
	<u>Physical Risks</u> Arising from the impact of weather events and widespread environmental changes, physical risks can include increased severity and variability of extreme weather events such as rising sea levels and changes in temperature and precipitation patterns. <table><tr><th rowspan="2">Risk Type</th><th rowspan="2">Risk Description</th><th rowspan="2">Potential Impacts</th><th colspan="2">Time horizon & potential financial impact level across the climate scenario</th><th rowspan="2">Adaptation or Mitigation Measures</th><th rowspan="2">Risk Concentration in Business Model & Value Chain</th></tr><tr><th>Net Zero</th><th>Business-as-Usual</th></tr><tr><td rowspan="2">Acute</td><td rowspan="2">Increased intensity and frequency of storms and floods</td><td>Physical damage or impairment of assets</td><td>Medium term</td><td>Medium term</td><td>Conduct regular maintenance and enhancement of infrastructure</td><td rowspan="2">This risk is concentrated in Sunright's facilities and supporting infrastructure in Malaysia and China, where extreme weather events such as storms and floods could damage assets and disrupt operations.</td></tr><tr><td>Increased insurance costs</td><td>Long term</td><td>Long term</td><td>Review insurance coverage</td></tr><tr><td rowspan="2">Chronic</td><td rowspan="2">Change in average temperature</td><td rowspan="2">Increased cooling demand for production facilities</td><td>Medium term</td><td>Medium term</td><td>Regular maintenance of air conditioning systems</td><td rowspan="2">This risk is concentrated in Sunright's operations in Malaysia and China, where higher average temperatures drive cooling demand for facilities.</td></tr><tr><td>Long term</td><td>Long term</td><td>Explore additional measures to minimise heat absorption of buildings or more efficient air conditioning systems</td></tr></table> Potential financial impact level: Low Medium High <u>Climate-related opportunities</u> Sunright acknowledges that with climate-related risks also come valuable opportunities. The Group can capitalise on these opportunities by focusing on two key areas: energy efficiency and resource efficiency. By implementing energy management systems and adopting energy-efficient technologies, Sunright can significantly cut operational costs due to lower energy use, while also reducing greenhouse gas (GHG) emissions. Optimising the use of resources across the supply chain and within manufacturing processes can lead to emission reductions and heightened operational efficiency. Streamlining these processes using 'Avoid-Reduce-Substitute' framework allows Sunright to decrease production costs and minimise waste, yielding better financial benefits.	Risk Type	Risk Description	Potential Impacts	Time horizon & potential financial impact level across the climate scenario		Adaptation or Mitigation Measures	Risk Concentration in Business Model & Value Chain	Net Zero	Business-as-Usual	Acute	Increased intensity and frequency of storms and floods	Physical damage or impairment of assets	Medium term	Medium term	Conduct regular maintenance and enhancement of infrastructure	This risk is concentrated in Sunright's facilities and supporting infrastructure in Malaysia and China, where extreme weather events such as storms and floods could damage assets and disrupt operations.	Increased insurance costs	Long term	Long term	Review insurance coverage	Chronic	Change in average temperature	Increased cooling demand for production facilities	Medium term	Medium term	Regular maintenance of air conditioning systems	This risk is concentrated in Sunright's operations in Malaysia and China, where higher average temperatures drive cooling demand for facilities.	Long term	Long term	Explore additional measures to minimise heat absorption of buildings or more efficient air conditioning systems	
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			Long term	Long term	Explore additional measures to minimise heat absorption of buildings or more efficient air conditioning systems																											

SUSTAINABILITY REPORT

TCFD Recommendations	Our Approach	Page Reference
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Qualitative climate scenario analysis offers Sunright Group a wide-ranging view of how climate change could affect their operations, considering various assumptions and projections. For instance, Singapore's Third National Climate Change Study's latest results for regional climate change projections outline expected changes in weather patterns under different scenarios. In particular, rainfall on annual and seasonal timescales is projected to increase under all climate scenarios. The largest projected increase is associated with the Business-as-Usual Scenario which indicates that the average annual total rainfall within the Southeast Asia region is projected to increase by up to 13.4%. On the other hand, the Net Zero Emissions Scenario suggests that the annual total rainfall within the Southeast Asia region is projected to increase by up to 5.5%. Transition risks, like carbon pricing, also vary by scenario. In Asia, prices could jump by 2030 and again by 2050 in a Net Zero Emissions Scenario, affecting operational costs. In contrast, the Business-as-Usual Scenario foresees a slower rise in carbon pricing, with a minimal cost impact. As Sunright Group advances towards detailed assessment, we aim to gain a clearer understanding of our business resilience in the face of diverse climate scenarios.	
Risk management: Describe how the organisation identifies, assesses and manages climate-related risks		
Describe the organisation's processes for identifying and assessing climate-related risks	The Group has an Enterprise Risk Management ("ERM") framework that guides the identification, evaluation and management of significant risks faced by the Group in its current business environment including financial, operational, compliance and information technology risks. Based on the qualitative climate risk assessment conducted, identified climate-related issues were assessed based on the likelihood of occurrence and the severity of the potential impacts as guided by the Group's risk assessment matrix across the selected climate scenarios and time horizons.	Corporate Governance Report (pages 55-73)
Describe the organisation's processes for managing climate-related risks	The prioritisation of risks also takes into account the Group's resources, objectives, risk tolerance, control policies and mitigation measures. The respective business units responsible for the identified climate-related issues are also engaged to monitor the risk register to assess and provide insights on the risk rating and impact on their operations and business. The risk register is updated every quarter to evaluate the relevance and adequacy of the identified risks and its accompanying adaptation and mitigation measures. As part of our phased implementation approach, Sunright strives to improve its identification and review process in the subsequent years to better account for potential implications from the evolving nature of external factors such as existing and emerging regulatory requirements related to climate change.	
Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	Sunright recognises that working towards our sustainability goals will necessitate the development of sustainability competencies throughout our organisation. As a result, we will work towards introducing training and development programs for staff and Board members to build awareness on the topic of climate-related risks and to prepare business units on the management of this topic.	

SUSTAINABILITY REPORT

TCFD Recommendations	Our Approach	Page Reference
Metrics and targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material		
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	In our Sustainability Report, we track, measure and report on our environmental performance, including energy consumption and intensity, GHG emissions and intensity (for total, Scope 1, Scope 2 and selected Scope 3 categories). Monitoring and reporting these metrics assist us in identifying areas with high climate-related risks, allowing us to direct our efforts in those areas.	Energy and Carbon Footprint (pages 36-40)
Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas ("GHG") emissions, and the related risks	Sunright has measured and disclosed our Scope 1 and 2 emissions in total in this report. This year, Sunright further expanded its Scope 3 emissions coverage by disclosing emissions under Category 1: Purchase of Goods and Services and Category 2: Capital Goods in addition to the existing Category 6: Business Travel and Category 7: Employee Commuting.	
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Sunright has set a perpetual target for electricity consumption to have 2% reduction in year-on-year electricity consumption. We will continue to monitor our performance and targets to evaluate if targets need to be reviewed whenever applicable and practicable.	

CORPORATE GOVERNANCE REPORT

Sunright Limited (the “Company”) affirms its commitment to upholding a high standard of corporate governance, to safeguard the interests of all its stakeholders.

When establishing the Company’s corporate governance framework, the Board considered the principles and recommended provisions of the Code of Corporate Governance 2018 (“SCCG”), their applicability to the Group’s business circumstances and adopts practices that are most suitable and effective, in order to achieve the high standards of corporate governance desired.

This Corporate Governance Report sets out the Company’s main corporate governance policy and practices, that were in place during the financial year ended 31 July 2025 (“FY2025”) and where appropriate, we have provided explanations for any deviations from the recommendations of the SCCG.

BOARD MATTERS

THE BOARD’S CONDUCT OF AFFAIRS

PRINCIPLE 1: The company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the company.

Provision 1.1: Board’s Duties and Responsibilities

Principal Duties of the Board

The Board assumes overall responsibilities over the Company and the companies within the Group, excluding the listed *de facto* subsidiary and its group of companies, which are associates and managed by a separate and independent Board listed on another stock exchange.

In discharging its duties and responsibilities, the Board has set the strategies to ensure that the Group is led and managed in an effective and responsible manner, so that the objectives and goals are met.

The Board is guided by its policies which set forth matters that require its approval. This assisted the Board in ensuring that performance of its duties and responsibilities are in line with the Constitution of the Company, the Singapore Companies Act 1967 (“CA”), the Listing Manual of the Singapore Exchange Securities Trading Ltd (“SGX-ST”) and applicable laws, regulations and rules that the Group is required to comply with.

The Company’s Board comprise individuals from the private sector who are entrepreneurs and professionals with the right core competencies and diversity of age, skills and experience, gender and knowledge to enable the Board to provide effective guidance and good insights to the Management.

It has always been the governing principle adhered to by all of the Directors of the Company that regardless of whether they are independent or not, they have the fiduciary obligation to act in good faith and in the best interests of the Company.

The primary function of the Board is to provide effective leadership and direction, and work with Management to protect and enhance the long-term value of the Group to its shareholders and other stakeholders. In this regard, the key roles of the Board are to:

- guide the corporate strategy and direction of the Group;
- establish a framework of prudent and effective controls which enables risks to be assessed and managed;
- ensure effective management and leadership of the highest quality and integrity; and
- provide oversight in the proper conduct of the Group’s businesses.

The Board sets the tone for the Group in respect of ethics, values and desired organisational culture, and ensures proper accountability within the Group. It has established a code of conduct and ethics, to promulgate ethical values and conduct that Directors and employees are expected to observe.

CORPORATE GOVERNANCE REPORT

Conflict of Interest

Directors are aware that they must not allow himself or herself to get into a position where there is a conflict between his or her duty to the Company and his or her own interests. As a safeguard, any Director who has a conflict of interest in a particular matter or transaction under consideration, is required to disclose such interest to the Board and shall not participate in the deliberation on the matter or transaction and shall also abstain from voting on the matter or transaction.

Provision 1.2: Board's Training and Induction

Training and Development of Directors

From time to time Management provides the Directors with complete, adequate and timely information prior to and during the meetings of the Board and Board Committees, including regular updates, to keep the Directors up to speed on pertinent developments and matters. As such, the Directors are able to make informed decisions and discharge their duties and responsibilities well.

All Directors are also encouraged to undergo continuous training to broaden their perspectives and keep abreast with new statutory and regulatory requirements. Training is provided to Directors through a mix of in-house and external/virtual training programmes. In keeping with the Board's open policy for occasional training for Directors, a training budget has been set aside for Directors, so that they have the discretion to attend external/virtual training, on topics that they deem appropriate or relevant to develop their skills, knowledge and keep updated on impending regulatory changes.

All the Directors had completed the training on sustainability matters as prescribed in Rule 720(7) of the Listing Manual of SGX-ST ("Listing Manual") except for Dr. Babak Alizadeh Taheri, who will do so by November 2025.

During FY2025:

- The external auditor updated the Directors on developments in audit requirements, accounting standards and governance matters during scheduled Audit and Risk Committee ("ARC") meetings, as well as via its regular circulation of newsletters.
- The Management briefed the Board during scheduled meetings, as well as via circulated articles and media releases on updates to the financial reporting, changes to the listing rules of the SGX-ST, directors' duties; as well as pertinent topics on sustainability and climate reportings, etc.
- The sustainability consultant provided updates to the Board on developments in sustainability compliance.
- Regular presentations were made to the Directors by the Management during scheduled meetings, on the Group's businesses, activities, strategic directions, economic and industry environment and developments affecting the Group, including the changing commercial risks that the Group is facing.
- The Directors attended an in-house conference, held off-site. They were briefed on the latest market and industry developments and trends, business and strategic plans of the Group, its technology roadmap and marketing plans, emerging risks, embracing artificial intelligence, and challenges in navigating geopolitical tensions and tariff war effects. The Directors also met with the senior management staff of the key operations to gather further first-hand information on their respective operations and broadly assess their leadership, business direction and management resources.
- External training attended by the Directors variously included:
 - "Leading for Impact (LIP)" conducted by Institute of Corporate Directors Malaysia (ICDM)

Induction of Newly Appointed Directors

The Company issues a formal letter of appointment to newly appointed Director, setting out clearly among other matters, his or her role, obligations, duties and responsibilities as a director. As part of the onboarding process, Management will provide such Director with a comprehensive induction programme, with relevant materials provided to familiarise him or her with the Company's Board policies and processes, the Group's businesses, operations, financial performance, risk management and internal control systems, as well as governance practices. Newly appointed Director who has no prior experience being a director of a listed company in Singapore has to undergo the Mandatory Training for first-time director, as prescribed by SGX-ST.

CORPORATE GOVERNANCE REPORT

In FY2025, Dr. Babak Alizadeh Taheri was appointed as a new Independent Director (“ID”). He had completed the induction training conducted by the Company and will attend the mandatory training for first-time director by November 2025.

Provision 1.3: Board’s Reserved Matters

The Board has established a set of delegations of authority, which documents matters that require its approval. In general, the Board approves transactions exceeding certain threshold limits, while delegating authority for transactions below those limits to the Management, to optimise operational efficiency as well as provide a system of checks and balances.

Matters and transactions that normally require the consideration and approval of the Board, include annual budgets, annual financial statement, announcements to the SGX-ST, adoption of corporate governance practices, corporate restructuring, declaration of dividends, major investments, as well as oversight of risk management, internal control systems and sustainability reporting.

Provision 1.4: Board Committees

The Board is supported by three Board Committees, namely the ARC, the Nominating Committee (the “NC”) and the Remuneration Committee (the “RC”), each of which operates under delegated authority from the Board, to assist the Board in discharging its oversight function. These Board Committees are constituted with clear written Terms of Reference (“TOR”) setting out their compositions, authorities and duties, including reporting back to the Board. While the Board Committees have the authority to examine and may approve certain matters, they generally report to the Board with their recommendations for the Board’s decisions.

Provision 1.5: Time Commitment of Directors

Attendance of Meetings

The Board and Board Committees meet on a scheduled basis, at least two to three times annually. Additional meetings are convened as may be warranted by particular circumstances. Board and Board Committees meetings are normally conducted physically. When circumstances require, such meetings can be held either by electronic means entirely, in audio or video modes, or in a hybrid manner. In this manner, all Directors are able to attend and actively participate in the meetings. The meetings of the Board and Board Committees held in FY2025 were conducted in a combination of fully physical, as well as hybrid format.

Meetings of the Board and Board Committees have always been conducted in an open and participative manner, whereby all Directors engage in constructive debate, dissenting views are allowed to be freely expressed and thorough deliberations made on agenda matters, to ensure the quality of the decision-making and with the interests of the Company at heart.

The commitment of individual Directors in carrying out their duties is reflected in their attendance at the meetings of the Board and Board Committees held in FY2025, as shown in the table below:

Types & Number of Meetings Name of Directors	Board	ARC	NC	RC
	3	2	2	2
Samuel Lim Syn Soo	3	2*	2	2*
Kenneth Tan Teoh Khoo	3	2*	2	2*
Daniel Soh Chung Hian	3	2	2	2
Timothy Brooks Smith	1**	1**	1**	1**
Sandy Foo Fei Ying	3	2	2	2
Babak Alizadeh Taheri	2***	1***	1***	1***

* By invitation

** Retired on 22 November 2024

*** Appointed on 22 November 2024

CORPORATE GOVERNANCE REPORT

In between the scheduled meetings of the Board and Board Committees, important or time sensitive matters are also discussed/reviewed in person, on the telephone or via email, for consultations and when necessary, approval on the matters under discussion/review are made by way of circular resolutions together with supporting papers (where relevant) to facilitate informed decision-making.

Provision 1.6: Board's Access to information

All Directors have full and unrestricted access to timely information which is necessary for them to discharge their duties responsibly.

Agendas and meeting papers containing reports, financial statements and information to facilitate active participation and informed decision-making, are typically circulated to the Board, and the Board Committees, a week or so prior to the meetings. This allows the Directors ample time to study and evaluate the matters to be discussed at the meetings. Furthermore, Directors may request for additional clarification and information, to assist them in their decision-making.

Provision 1.7: Board's Access to Management, External Advisers and Company Secretary

Directors have separate and independent access to Management and the Company Secretary at all times, during face-to-face meetings as well as through electronic mails, telephone and video conference.

The Directors may seek and obtain independent professional advice at the Company's expense, where necessary, to fulfil and discharge their duties and responsibilities as Directors.

The Board is supported by the Company Secretary, who attends to the administration of corporate secretarial matters, advises the Board on governance matters and ensures the Company complies with its Constitution and relevant laws and regulations, including the CA, the Securities and Futures Act and the Listing Manual. The Company Secretary attends and prepares the minutes of meetings of the Board, Board Committees and shareholders and provides assistance to the chairmen of the Board and Board Committees, to ensure Board procedures are adhered to.

The Board decides on the appointment and termination of the Company Secretary.

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.

Provision 2.1: Determination of Director's Independence

The Board espouses the principle that a board composition with a strong and independent element, as well as diversity of thought and background facilitates Directors to: (i) engage in robust deliberations with Management; (ii) provide external, diverse and objective insights on issues brought before the Board and Board Committees for discussion and deliberation; and (iii) provide oversight to ensure Management discharges its roles and responsibilities effectively.

The Board as at FY2025 and currently comprises five Directors, of whom two are executive and three are non-executive. All the Non-Executive Directors ("NEDs") are independent.

The independence of the Directors is monitored by the NC and ensured by the Board. On an annual basis and as and when circumstances require, the NC and the Board make reference to Rule 210(5)(d)(i), (ii) and (iv) of the Listing Manual, the guidelines provided in the SCCG and the individual Director's declaration, to determine whether or not a Director is independent.

For FY2025, each of the IDs had declared that there were no relationships or circumstances, which impact his or her independence status and he or she has been able to act independently and liberally. The declarations made by the IDs had been assessed by the NC and in subsequence thereof, the Board undertook a review of their independence and had determined that Messrs Daniel Soh Chung Hian, Sandy Foo Fei Ying and Babak Alizadeh Taheri, continue to be independent. None of them participated in the Board's determination of his or her own independence status.

CORPORATE GOVERNANCE REPORT

Provision 2.2: Majority Independence Criteria if Chairman is non-independent

The Board Chairman is not an ID as he also assumes the position of Chief Executive Officer (“CEO”).

At the close of FY2025 and currently, the Board comprises of three IDs which constitute a majority of the Board, in keeping with the SCCG’s recommendation that IDs make up a majority of the Board where the Chairman is not independent.

Provision 2.3: Majority Non-Executive Directors

The Board has three NEDs, which make up a majority of the Board.

Provision 2.4: Size, Composition and Diversity of Board and Board Committees

During FY2025, the NC had undertaken an assessment of the size and composition of the Board and Board Committees and was satisfied that they are of the right size and are well balanced from the perspective of the mix of skill sets, knowledge, experience, independence and diversity in age, gender, ethnicity and tenure. The Board similarly concurred with the NC’s findings that:

- given the Group’s current size and nature of operations, the size of five Directors is optimal for the Board’s effective and expedient decision-making; and
- its current composition comprises Directors who collectively have the core competencies and other aspects of diversity to avoid groupthink and foster constructive debate. The table below gives a snapshot on the various aspects of Board diversity:

Age	51-60 years = 20%	61-70 years = 40%	>70 years = 40%	
Gender	Male	80%	Female	20%
Ethnicity	Chinese	80%	Others - American	20%
Nationality	Singaporean	80%	American	20%
Independence	Independent	60%	Non-Independent	40%
Core Competencies	Accounting, finance, banking, business and management experience, customer-based experience and knowledge, engineering, human resources, industry experience and knowledge, international perspective, legal, manufacturing, marketing, public listed experience, investor relations, risk management and strategic development.			

The Board have adopted a Board Diversity Policy (“BDP”) which focuses on an appropriate balance of skills and experience, gender, age, tenure of service, ethnicity and independence, in building an effective Board with the ability to guide and support the achievement of the Group’s strategic objectives and for sustainable development and growth. This will help to avoid groupthink within the Board and at the same time enable the Board to better identify potential risks, foster constructive debates and contribute to problem-solving.

Under the BDP, the NC will, in reviewing the Board’s composition, rotation and retirement of Directors, consider relevant aspects of the diversity and the needs of the Company. All Board appointments shall be based on merit, and will be considered against objective criteria and having due regard for the benefits of diversity on the Board and the Company’s needs.

The current composition of the Board reflects the Company’s commitment to Board diversity. The Board diversity targets, timelines and progress towards achieving the targets, are explained below:

Skills and Experience

The Board’s target is to maintain a Board comprising Directors who possess a balance of diversity in background, knowledge and skills, as well as experiences in various fields of expertise to support it in providing effective oversight of the businesses of the Group. In this regard, the Board aims to have Directors who possess identified core competencies, in the areas of accounting and finance, business and management, customer-based experience and knowledge, engineering, industry knowledge, international experience, investor relations, legal, manufacturing, marketing and risk management.

CORPORATE GOVERNANCE REPORT

The Board believes that diversity in skills and experience supports the work of the Board and Board Committees. It also enables the Board to provide effective guidance and oversight of Management and the Group's operations.

The current Board comprises Directors who collectively have an appropriate combination of professional qualifications and competencies. Most of the Directors possess a majority of the identified core skill sets and experience illustrated in the Board Diversity table above.

Gender

Having regard to the industry that the Group operates in and the small Board size, the Board has set a target of at least one female representation on the Board. Currently, 1 out of 5 Directors (20% of the Board) is female.

Age

The Board believes that age diversity in the boardroom creates an environment that is rich with experience and maturity, as well as youthful exuberance. As such, the Board's target is to maintain a Board comprising Directors from at least two different age groups, to generate different perspectives, facilitate robust discussions and reduce risk of groupthink dynamics. As illustrated in the table above, the current Board comprises Directors from three different age groups.

Tenure of Service

The Board is of the views that diversity in tenure of Directors promotes healthy debates and shall, as far as practicable, aim to have Directors of different tenures serving on the Board. Whilst the newer Directors bring fresh perspectives, the Board believes this should be complemented by the experience of longer service Directors, who have accumulated deep insight and institutional knowledge, to better guide the Board to navigate the challenges that may confront the business operations and the volatile industry in which the Group operates in. Currently, the Board comprises Directors of different length of service, with 3 Directors (60% of the Board) within the 9 years tenure and the remaining 2 Directors (40% of the Board) of above 20 years tenure.

Ethnicity Background

As illustrated in the table above, the current Board comprises Directors of different ethnic group.

Independence

The Board is of the views there should be an appropriate balance of Executive Directors ("EDs") and NEDs, with elements of independence to support robust and unbiased decision-making. The desire is to maintain a majority independence Board composition.

Currently, the Board comprises 2 EDs (40%) and 3 NEDs (60%) who are independent.

The Board has been and continues to ensure that the Board and Board Committees have an appropriate level of independence and diversity of thought and background in their composition to enable them to make effective decisions.

Provision 2.5: Meeting of Independent Non-Executive Directors

The NEDs who are also the IDs, led by the Lead ID, meet informally without the presence of Management when the need arises. The Lead ID will provide feedback to the Board after such meetings, as appropriate.

In FY2025, the IDs met once without the presence of Management.

CORPORATE GOVERNANCE REPORT

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

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

Provision 3.1: Board Chairman and CEO are separate individuals

The Board Chairman is Mr Samuel Lim, who is also the Company's CEO. This single leadership appointment is a deviation under this Provision which recommends that each role should be held by separate persons to ensure an appropriate balance of power, increased accountability, and greater capacity of the Board for independent decision-making.

The Board has taken the view that given the nature and size of the Group's businesses, it is in the best interests of the Company to vest both roles on the same individual, Mr Samuel Lim.

Mr Samuel Lim is a 50 year veteran of the local semiconductor industry. He brings a distinguished combination of technological and commercial insights.

His deep knowledge of the products, experience of the business, wide contacts in the industry and visionary leadership will ensure there is effective management and continued success of the Group in meeting its obligations and goals. The combined roles thus provide the Group with a strong and consistent leadership, and allows for more effective planning and expeditious execution of the business strategies.

The Board also views that there is a strong element of independence on the Board to ensure fair and objective deliberation.

Furthermore, in view of Mr Samuel Lim's performance, professionalism and objectivity in discharging his responsibilities, the Board fully supports the retention of his combined roles as Board Chairman and CEO.

Provision 3.2: Written division of responsibilities of Chairman and CEO

The Board is mindful of the concern over the balance of power and accountability issues attributable to the combined roles of the Board Chairman and CEO. To ensure that there are proper checks in place, to safeguard the interests of the Company, the Board has set out clearly in writing the division of responsibilities between both roles.

As Chairman, Mr Samuel Lim is responsible for the overall management of the Board, which encompasses leading the Board to ensure its effectiveness, as well as ensuring the Directors and Management work together with integrity and competency; and he guides the Board in constructive debates on the Group's strategic direction, management of the businesses and governance matters.

In his role as CEO, Mr Samuel Lim has overall responsibility for the running of the Group's business operations. He has full executive responsibilities over the business and operational decisions of the Group, as well as ensuring the Group's compliance with the applicable laws and regulations in its day-to-day operations.

Provision 3.3: Lead Independent Director

This Provision recommends that a Lead ID be appointed where the Chairman is conflicted or not independent.

Mr Daniel Soh Chung Hian has been appointed as the Lead ID on 1 February 2021. Shareholders may reach out to the Lead ID if they have concerns and for which contact through the normal channels of communication with the Board Chairman or Management are inappropriate or inadequate, via the following email address: lid@sunright.com.

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.*

Provisions 4.1 and 4.2: Nominating Committee and its composition

The NC comprises five Directors, namely: Messrs Daniel Soh Chung Hian (NC Chairman and Lead ID), Sandy Foo Fei Ying, Babak Alizadeh Taheri, Samuel Lim Syn Soo and Kenneth Tan Teoh Khoon, majority of whom (including the NC Chairman) are independent.

The NC is regulated by its TOR and its principal functions are to review:

- Structure, size and composition of the Board and making recommendations to the Board with regard to any changes deemed necessary;
- Effectiveness of the Board, Board Committees and individual Directors and developing appropriate procedures for such evaluations;
- Independence of IDs;
- Training and professional development programmes for the Board and its Directors;
- Succession plan for Directors, in particular the EDs;
- Identification of Key Management Personnel (“KMP”);
- Proposal of candidates for appointment to the Board; and
- Re-appointment of Directors.

In FY2025, the NC met two times, to review the Board size, structure and composition; assess the independence of the IDs; evaluate the performance and effectiveness of the Board, Board Committees, as well as the Directors; review time commitment of Directors, assess trainings received by Directors, review identified KMP; recommend the appointment of ID and the re-election of Directors who are due for rotational retirement; and provided to the Board the relevant information relating to the NC for disclosure in the Company’s Annual Report.

Provision 4.3: Selection, Appointment and Re-Appointment of Directors

The NC is tasked to assist the Board to find suitable candidates for appointment to the Board and to make appropriate recommendation. The NC is guided by the policy set by the Board in the identification, selection and appointment of new Director candidates.

The Board seeks to ensure its composition provides for appropriate level of independence and diversity of thought and background. In identifying suitable candidates for appointment to the Board, the Board prioritises the needs of the Group and takes into account the industry and business experience, skills, expertise and background of the candidates. In addition, the Board will give due regard to the requirements in the Listing Manual and the SCCG. The Board will also consider the candidate’s ability to commit sufficient time so as to effectively discharge his or her duties as Director.

In accordance with the Company’s Constitution, one-third of the Directors are to retire from the office annually by rotation at each AGM. All Directors are required to submit themselves for re-election at least once in every three years. Retiring Directors are eligible to offer themselves for re-election. The Directors who are retiring by rotation and standing for re-election at the forthcoming AGM are Mr Daniel Soh and Dr. Babak Alizadeh Taheri. The NC have recommended their re-election and the Board has accepted the NC’s recommendation.

Pursuant to Rule 720(6) of the Listing Manual, additional information on the Directors seeking re-election has been set out in the “Additional Information on Directors Seeking Re-Election at the AGM” section, which is appended to the Notice of AGM.

CORPORATE GOVERNANCE REPORT

Provision 4.4: Director's Independence

As described under Provision 2.1, the IDs, have been assessed by the NC to be independent.

The Board is satisfied all the IDs have continued to demonstrate their ability to exercise independent judgement, while acting in the best interests of the Company.

Provision 4.5: Director's awareness and adequate discharge of duties

New Director's Awareness of Duties and Obligations

As explained under Provision 1.2, newly appointed Director is made aware of his or her duties and obligations through the formal letter of appointment, the attendance of induction training conducted by the Company and the attendance of Mandatory Training prescribed by SGX-ST (if applicable).

Multiple Directorships

Information on listed company directorships and principal commitments of each Director are set out under the "Board of Directors" section in this Annual Report.

As a matter of policy, the Board does not limit the maximum number of listed company board representation Directors may hold as long as the individual Directors is able to commit his or her time and attention to the affairs of the Group, including attending Board, Board Committees and shareholders' meetings. The Board believes that each Director is best placed to decide whether he or she has sufficient capacity to discharge his or her duties and responsibilities, in the best interests of the Group.

Nonetheless, the NC performs annual assessment to determine whether a Director has been adequately carrying out his or her duties as Director, having regards to each Director's attendance record for Board and, where applicable Board Committee meetings, his or her participation and ability to contribute effectively thereat.

In FY2025, having considered the confirmation provided by IDs of their ability to commit time and attention in discharging their duties as Directors, as well as the contribution and performance of each individual Director at such meetings, the NC had determined and the Board was satisfied that all the Directors have been able to adequately carry out their duties as Directors, notwithstanding some have multiple listed board representations and other principal commitments.

Appointment of Alternate Director

In keeping with the principle that a Director must be able to commit his or her time and attention to the affairs of the Group, the Board does not encourage the appointment of alternate directors. No alternate director has been appointed to the Board in FY2025 or currently.

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.

Provisions 5.1 and 5.2: Review of Performance of Board, Board Committees, Board Chairman and Individual Directors

The NC has established objective performance criteria and a process on how the performance of the Board as a whole, Board Committees, Board Chairman and individual Directors, are to be evaluated on an annual basis.

The NC considers amongst others the adequacy of Board and Board Committees size and composition, information flow, accountability, overall effectiveness, the performance of the chairpersons etc., to evaluate the overall effectiveness of the Board, Board Committees and the Board Chairman. Assessment of individual Director focuses on areas such as interactive skills, knowledge, attendance and participation at meetings.

CORPORATE GOVERNANCE REPORT

The evaluation process is carried out in-house via completion of relevant confidential questionnaires by Directors, seeking their views on various aspects of Board, Board Committees and individual Director performance. The responses received from the questionnaires were collated by the Company Secretary and a consolidated report was presented to the NC for assessment. The NC's assessments and recommendations are then presented to the Board for review and deliberation.

During FY2025, NC had undertaken the evaluations of the Board, Board Committees, Board Chairman and individual Directors, and is of the view that they have performed consistently well and operated effectively. The Board similarly concurred with the NC's assessments.

No external facilitator was involved in the aforesaid evaluation process.

REMUNERATION MATTERS

PROCEDURES FOR DEVELOPING REMUNERATION POLICIES

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

Provisions 6.1, 6.2 and 6.3: Remuneration Committee

The RC comprises three NEDs, namely: Messrs Sandy Foo Fei Ying (RC Chairman), Daniel Soh Chung Hian and Babak Alizadeh Taheri, all of whom are IDs.

The RC is responsible for ensuring formal and transparent procedures are in place for developing policies on Director and executive remuneration, and for fixing the remuneration packages of individual Directors and KMP. The RC also ensures that no Director is involved in deciding his or her own remuneration.

The RC is regulated by its TOR and its principal functions are to assist the Board in:

- Reviewing remuneration policy for the Board;
- Recommending to the Board the remuneration structures, mix and quantum for the Directors, CEO and KMP;
- Approving performance measures and targets in the associated remuneration framework; and
- Consulting external independent advisers where necessary on remuneration matters.

The underlying principle of the Company's remuneration policy is to pay competitively and adequately. This translates to be remuneration that is attractive, but yet non-excessive to retain and recruit Directors and KMP of high calibre with the necessary skills and experience required for effective management of the Group.

In its review of the remuneration of the Directors and KMP, the RC made reference to prevailing market practices of comparable companies and take into account the scope of responsibilities and individual performance of the KMP, as well as the performance of the Group.

In FY2025, the RC met two times, to:

- (i) review the remuneration for the Directors, as well as deliberated on the extent of remuneration disclosures to be made in the Annual Report. The Board considered the RC's recommendations and is satisfied that the proposed remuneration for the Directors are fair and not excessive, and concurred that whilst there should be substantial disclosure, full disclosure of the remuneration information would not be in the best interests of the Company; and
- (ii) recommend to the Board on the relevant information relating to the RC to be disclosed in the Company's Annual Report.

CORPORATE GOVERNANCE REPORT

Provision 6.4: Engagement of Remuneration Consultant

No remuneration consultant was engaged in FY2025, as the RC was able to access relevant information of some comparable companies and deemed it is not necessary.

LEVEL AND MIX OF REMUNERATION

PRINCIPLE 7: *The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the company, taking into account the strategic objectives of the company.*

Provisions 7.1 and 7.3: Remuneration of Executive Directors and KMP

The remuneration policy of the Group is to provide compensation packages at competitive market rates, which reward successful performance and attract, retain and motivate the employees.

The remuneration packages of EDs and KMP, comprise a fixed and a variable component. The fixed component is the base salary and benefits, whereas the variable component is in the form of variable bonus that is linked to the performance of the Group and the individual. The variable component for the EDs also includes profit sharing awards which is conditional upon the Group achieving certain profit before tax targets. EDs do not receive directors' fees. As such, there is close alignment between the interests of the executives, with those of the shareholders, to promote the long-term success of the Group.

The contracts of service of the EDs and KMP, do not have fixed tenures and contain fair and reasonable termination clauses. Also, there are no contractual provisions which allow the Company to reclaim any incentive component of remuneration from the EDs and the KMP, in exceptional circumstances, as the Board takes the view that variable bonuses are paid based on audited financial statements of the Group or Company, as the case may be applicable, as well as the actual performance of the individuals; and not on forward-looking results.

Provision 7.2: Remuneration of Non-Executive Directors

The RC reviews the remuneration of the NEDs, to ensure their remuneration is appropriate (but not excessive) to their level of contribution, so as to attract and retain Directors to provide good stewardship of the Group.

The NEDs are paid remuneration in the form of fees and entirely in cash. To ensure each NED's fees are commensurate with his or her responsibilities and time spent, each is paid a basic fee and additional fees, for performing additional responsibilities such as Board Committees and chairmanship roles. The fees are subject to approval by shareholders as a lump sum at each AGM.

The fees are reviewed every two years and benchmarked against comparable companies. No Director is involved in deciding his or her own fees.

The Board concurred with the RC's recommendation on the proposed Directors' fees for FY2025 is appropriate, taking into consideration the time and effort spent by the Directors for serving on the Board and Board Committees, as well as their responsibilities.

DISCLOSURE OF 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.*

Provisions 8.1, 8.2 and 8.3: Disclosure of Directors' Remuneration and KMP

The policy and criteria for setting remuneration of the Directors and KMP are discussed under the foregoing Provisions 7.1 to 7.3.

CORPORATE GOVERNANCE REPORT

The remuneration payable to the IDs for FY2025 is as follows:

NON-EXECUTIVE DIRECTORS	FEES (S\$)#
Daniel Soh Chung Hian	65,700
Timothy Brooks Smith*	16,470
Sandy Foo Fei Ying	55,000
Babak Alizadeh Taheri**	35,211

Pro-rated where length of service is less than one year

* Retired on 22 November 2024.

** Appointed on 22 November 2024.

EXECUTIVE DIRECTORS	SALARY	BONUS	BENEFITS	TOTAL
Samuel Lim Syn Soo	75%	6%	19%	S\$624,754
Kenneth Tan Teoh Khoon	74%	6%	20%	S\$547,599

For FY2025, the Group has three KMP (who are not the Directors or the CEO).

In aggregate the total remuneration paid to the three KMP is approximately S\$0.7 million.

The RC and the Board are cognisant of the recommendation set out under Provision 8.1(b), to also disclose the names of the top five KMP (who are not the Directors or the CEO). The Board takes the view that such disclosure is commercially sensitive in this very competitive labour market for high calibre staff, as well as the negative impacts to the Group, if the disclosure is made. With keen competition for management staff in the semiconductor industry, such transparent disclosure may result in poaching of experienced senior management staff, as well as cause disharmony amongst members of the senior management team, which in turn affects the Group's human resource strategies in talent nurturing and retention.

The Company has not implemented any long-term incentive plan, such as employee share option scheme, as the Board is of the view that the current remuneration package is adequate. The Board will consider the need for such a scheme at an appropriate time.

Except for Mr Samuel Lim Syn Soo who is Chairman/CEO and substantial shareholder of the Company, no employees were substantial shareholders of the Company, or immediate family members of a Director, the CEO or a substantial shareholder of the Company, and whose remuneration exceeds S\$100,000 during FY2025.

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.*

Provision 9.1: Board Risk Committee to address significant risks

The ARC assists the Board in overseeing the Group's risk management and internal control systems, while the business unit management identifies and assesses the material risks faced by the Group as well as the design, implementation and monitoring of suitable internal controls to manage and mitigate these risks. The systems include organisational structure, strategic planning, risks management, financial management, operational control, information technology, regulatory and compliance controls to safeguard shareholders' investments, customers' interests and the Group's assets.

CORPORATE GOVERNANCE REPORT

The Board acknowledges its responsibility to maintain a sound risk management framework and internal control systems, which includes the establishment of an appropriate risk management and control framework as well as reviewing its effectiveness, adequacy and integrity. However, in view of the inherent limitations in any such system, the Board recognises that the system of risk management and internal controls is designed to manage and mitigate risks rather than eliminate the risk of failure to achieve the Group's internal control objectives. Accordingly, it can only provide reasonable and not absolute assurance against material financial misstatement or loss.

The Board is assisted by Management and ARC for ensuring that business unit management maintains a sound system of risk management and internal controls addressing material financial, operational, compliance and information technology risks to safeguard shareholders' investments and the assets of the Group.

Risk Management Framework

The Group has implemented an Enterprise Risk Management ("ERM") framework and related processes for identifying, evaluating and managing significant risks faced by the Group.

The Board's responsibilities for the governance of risks and controls include:-

- Setting the tone and culture for effective risk management and internal control systems;
- Ensuring risk management is embedded in all aspects of the Group's daily business and operational activities and processes;
- Determining acceptable risk appetite; and
- Reviewing the adequacy and effectiveness of risk management and internal control systems to obtain reasonable assurance that risks have been kept within tolerable levels.

Internal Control Framework

The Group has put in place an organisation structure with formally defined lines of responsibility and delegation of authority. A process of hierarchical reporting has been established, which provides for a documented and auditable trail of accountability.

The EDs and Management, through their day-to-day involvement in the business operations and regular attendance at senior management level meetings with the business units, manage and monitor the Group's financial performance, key business indicators, operational effectiveness and efficiency; and discuss and resolve significant business issues, and ensure compliance with applicable laws, regulations, rules, directives and guidelines. These senior management meetings serve as a two-way platform for the Board, through the EDs, to communicate and address significant matters in relation to the Group's businesses and financial affairs and provide updates on significant changes in the business and the external environment which result in significant risks.

The Group's internal control procedures also encompass a series of standard operating practice manuals and business process manuals, which serve as guidance for proper measures to be undertaken, and are subject to regular review, enhancement and improvement.

The ARC has, with the assistance of Management, reviewed the Group's material controls, including financial, operational, information technology and compliance controls, and risk management systems.

Provision 9.2: Assurance from CEO and Executive Director

The Board had received assurances from the CEO and the ED, who are responsible for the financial management of the Group that:

- the financial records have been properly maintained and the financial statements for FY2025 gave a true and fair view of the Group's operations and finances; and
- the Group's risk management and internal control systems, which addressed the material risks in the Group in its current business environment including financial, operational, compliance and information technology risks, were operating effectively.

CORPORATE GOVERNANCE REPORT

Based on the ERM framework and various controls established within the Group and the reviews conducted by Management, the internal auditors and the external auditor as part of their statutory audit, as well as the assurances from the CEO and the ED, the Board, with the concurrence of the ARC, is satisfied that the Group's internal controls and risk management processes addressing material financial, operational, information technology and compliance risks are adequate and effective as at FY2025, to address the risks that the Group considers relevant and material to its business operations.

AUDIT COMMITTEE

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

Provision 10.1: Roles, Authorities and Responsibilities of AC

Role of ARC

The Board is supported by the ARC which provides oversight of audit, financial, internal control and risk matters.

Authority of the ARC

The ARC has explicit authority to investigate any matter falling within its TOR, including full access to and co-operation from Management and the internal auditors, full discretion to invite anyone to attend its meetings, and has been given reasonable resources at its disposal, to enable it to discharge its functions properly. The external auditor has unrestricted access to the ARC.

Terms of Reference

The ARC is regulated by its TOR and its principal functions are to:

- Review the audit plans of the internal and external auditors of the Group and the Company, and the internal auditor's evaluation of the adequacy of the Group's system of internal accounting controls and the assistance given by the Group's and the Company's Management to the external and internal auditors;
- Review the Group's and Company's unaudited half-year and full year financial results, as well as the annual audited financial statements and the external auditor's report thereon;
- Review the effectiveness of the Group's and the Company's material internal controls, including financial, operational, information technology and compliance controls and risk management;
- Meet with the internal and external auditors and Management in separate sessions to discuss any matters that these groups believe should be discussed privately with the ARC;
- Review legal and regulatory matters that may have a material impact on the financial statements, related compliance policies and programs and any reports received from regulators;
- Review the cost effectiveness, independence and objectivity of the external auditor;
- Review the nature and extent of non-audit services provided by the external auditor;
- Recommend to the Board on the nomination of internal and external auditors, including reviewing their engagement terms and compensation;
- Review interested person transactions; and
- Oversee the establishment and operation of whistleblowing process.

CORPORATE GOVERNANCE REPORT

Financial Reporting

The ARC reviewed the unaudited half-year and full year financial results and annual audited financial statements prior to presentation to the Board for approval so as to ensure the integrity of the financial statements and any announcements relating to the Group's financial performance.

During the process of review, the ARC discussed with the Management and the external auditor on the significant issues that were brought to the ARC's attention. Material issues which the external auditor assessed to be most significant in its audit of the financial statements for the year under review are highlighted in the Key Audit Matters section of the Independent Auditor's Report.

External Auditor

Ernst & Young LLP ("EY") is the external auditor of the Company. EY has confirmed it is approved under the Accountants Act and the audit partner-in-charge assigned to the audit is a public accountant under the Accountants Act.

All the Company's subsidiaries are also audited by EY and EY's affiliates except for certain foreign subsidiaries. Nonetheless, the ARC and the Board had satisfied themselves that the appointment of different auditing firms for those foreign subsidiaries would not compromise the standard and effectiveness of the audit of the Company and the Group. Accordingly, the Group is in compliance with Rule 712 and Rule 716 of the Listing Manual in relation to its external auditor.

Pursuant to Rule 713 of the Listing Manual, an audit partner may only be in charge of a maximum of five consecutive annual audits and may then return after two years. The current EY's partner for the Company, Ms Kiranpreet Kaur Shahi, was appointed in financial year ended 31 July 2025.

Activities of the ARC

In FY2025, the ARC met two times to carry out the following activities:-

- a) Reviewed the ERM progress report;
- b) Reviewed with the external auditor, their audit plan, and audit findings;
- c) Reviewed the audited financial statements and the external auditor's report thereon and presented them to the Board for approval;
- d) Assessed the independence, objectivity and performance of the external auditor and recommended their re-nomination to the Board;
- e) Reviewed, discussed and recommended the unaudited half-year and full year financial results of the Group and of the Company to be presented to the Board for approval;
- f) Reviewed the level of assistance given by the Group's Management to the auditors;
- g) Assessed the adequacy and effectiveness of the outsourced internal auditor and approved their appointment, engagement terms and audit plan; and
- h) Reviewed with the internal auditor their audit findings.

Non-Audit Services

The ARC conducted a review of the aggregate amount of the fees payable to EY for FY2025, and the breakdown of the fees for audit and non-audit services. The ARC is satisfied that the value of the non-audit services performed by EY would not prejudice their independence and objectivity. The breakdown of the fees to be paid for audit and non-audit services provided by EY are disclosed in Note 8 of the audited financial statements included in this Annual Report.

CORPORATE GOVERNANCE REPORT

Nomination of External Auditor

The ARC, having assessed EY's approach to audit quality and transparency as well as taking into consideration the Audit Quality Indicators Disclosure Framework published by ACRA in respect of EY, concluded that they demonstrated appropriate qualifications and expertise and that the audit process was effective. The ARC has recommended to the Board that EY be re-appointed as the external auditor which the Board accepted the recommendation and has proposed a resolution (set out in the Notice of 47th AGM) to shareholders for their re-appointment.

Whistle Blower Policy

The Company has a Whistle Blower Policy, as endorsed by the ARC, by which employees of the Group may report and raise in good faith and in confidence, any concern about possible improprieties in matters of financial reporting or other matters. Details of the whistle-blowing protocols and investigation process have been made available to all employees. The policy serves to facilitate independent investigation of such matters and for appropriate follow-up action.

Provision 10.2: Composition of the AC

As at FY2025 and currently, the ARC comprises three NEDs, all of whom including its chairman are IDs. The members of the ARC are Messrs Daniel Soh Chung Hian (ARC Chairman), Sandy Foo Fei Ying and Babak Alizadeh Taheri, who possess relevant accounting or related financial management expertise or experience.

The ARC is kept abreast by Management and external auditor on relevant changes to the accounting standards and issues which have direct impact on the Group's financial reporting and statements.

Provision 10.3: AC Members being not former partner of the auditing firm

None of the ARC members was a partner or director of the incumbent external auditor, EY, within the previous two years, and neither do any of them have any financial interest in EY.

Provision 10.4: Internal Audit

The Company's internal audit function, which has been outsourced to an independent professional firm, assists the ARC and the Board in providing independent assessment of the adequacy, efficiency and effectiveness of the Group's risk management and internal controls systems.

The ARC, having considered, amongst others, the reputation and track record of Foo Kon Tan Advisory Services Pte Ltd ("FKT") and the qualifications, experience and availability of resources and independence of the team at FKT, is satisfied that the appointment of FKT as internal auditors is appropriate.

The internal audit is guided by FKT's Internal Audit Methodology which is aligned to the International Standards for the Professional Practice of Internal Auditing (IIA Standards) issued by the Institute of Internal Auditors.

FKT reports directly and independently to the ARC, with the Corporate Controller being the administrative coordinator. It has unrestricted access to the documents, records, properties and personnel of the Company and of the Group.

FKT adopts a risk-based approach and prepare the audit strategy and plan based on the risk profiles of the business units of the Group. The internal audit plan is presented to the ARC for approval prior to commencement of the audit work.

Provision 10.5: Annual Meeting with Auditors

In FY2025, the ARC met once with EY and FKT without the presence of Management.

CORPORATE GOVERNANCE REPORT

SHAREHOLDER RIGHTS AND ENGAGEMENTS

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.*

Provision 11.1: Participation and voting at general meetings

The Company adopts the principle that all shareholders should be treated fairly and equitably, so that they can exercise their ownership rights and have the opportunity to communicate their views on matters affecting the Company.

Shareholders are notified of the Company's general meetings through notices published in the newspapers, electronic releases and/or contained in its annual reports or circulars and the announcements made to SGX-ST, via SGXNET. Shareholders can access the electronic copy of the annual report via the SGX-ST's and the Company's websites, and printed copies are available upon request.

Notices of general meetings together with the relevant document (if any) are made available to shareholders at least 14 or 21 clear calendar days for ordinary resolutions and special resolutions respectively, before the scheduled date of meetings.

The Constitution of the Company permits shareholders who are unable to attend the general meetings to appoint such number of proxies as stipulated in the proxy form, to vote on his/her/its behalf at the meetings.

A member who is a relevant intermediary which provides nominee or custodial services is entitled to appoint more than two proxies to attend, speak and vote at the meetings. Therefore, shareholders who hold shares through such intermediaries, can attend and participate in general meetings, as proxy.

An investor who holds shares under the Central Provident Fund Investment Scheme ("CPF Investor") and/or the Supplementary Retirement Scheme ("SRS Investor") may attend and cast his or her votes(s) at the meetings in person. However, if he or she is unable to attend the meetings but would like to vote, he or she may inform his or her CPF and/or SRS Approved Nominees to appoint the Chairman of the general meetings to act as his or her proxy, in which case, such CPF or SRS Investor shall be precluded from attending the meetings.

The Company conducts electronic poll voting for all resolutions proposed at its general meetings. Voting rules and procedures are explained at the beginning of the meetings and independent scrutineers are also present to scrutinise the voting process. The results of all votes cast for and against in respect of each resolution are displayed live on-screen at the meetings and also announced after the meetings to SGX-ST via the SGXNET.

The Company holds its AGM in a wholly physical format. Shareholders shall be given the opportunity to submit written questions prior to the AGM, and all substantial and relevant comments and queries will be responded to within a reasonable timeframe, prior to the AGM, through publication on SGXNET and the Company's website. Shareholders could refer to the Notification to Shareholders and the Notice of the AGM for further information.

Provision 11.2: Separate Resolutions for separate Issues

Issues or matters requiring shareholders' approval are tabled at the general meetings of the Company in the form of separate and distinct resolutions. This is to enable the shareholders to have full understanding and evaluation of issues or matters involved.

Provision 11.3: Attendance of Directors and external auditor at general meetings

Directors are required to attend the general meetings of the Company, unless any Director has a good reason not to. The external auditor is also present at the annual general meetings to assist the Directors in addressing shareholders' queries about the audited financial statements.

At the annual general meeting held in 2024, all Directors (except Mr Timothy Brooks Smith) and the external auditor were present physically.

CORPORATE GOVERNANCE REPORT

Provision 11.4: Absentia voting at general meetings

The Company did not provide in its Constitution to allow voting in absentia, as it felt that this would not serve the interest of shareholders, as such methods require careful study to ensure the integrity of information and authentication of the identity of shareholders.

Provision 11.5: Publication of minutes of general meetings

Minutes of the general meetings recording the substantive business transacted and relevant comments made and questions raised by shareholders relating to the agenda and associated responses from the Board and Management, are available on the SGXNET and Company's website.

Provision 11.6: Dividend Policy

The Company's dividend policy aims to balance yield with capital growth, to build shareholders' values over the long term. Therefore, the Board adopts a flexible approach in deciding on the declaration of dividends, whilst balancing with the Company's needs to retain earnings in supporting growth prospects. The form, frequency and amount of dividends the Board may recommend or declare, will depend on various factors, including profitability of the Company and the Group, cash flow and retained earnings, actual and projected business and financial performance, working capital requirements and general financing conditions, operating environment and general business conditions, projected levels of capital expenditure and expansion plans, investment plans, restrictions on the payment of dividends imposed on the Company, and any other factors the Board may, in its absolute discretion, deem appropriate.

The Company communicates declaration of dividend to shareholders via its financial results announcements that are made to SGX-ST via the SGXNet.

The Board is recommending a first and final dividend of 0.2 Singapore cent per ordinary share to be approved by shareholders at the 47th AGM.

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.*

Provision 12.1: Disclosure of Timely Information

The Board recognises the importance of engaging in regular, effective and fair communications with its shareholders. In this regard, it strictly adheres to the disclosure requirements set out in the Listing Manual, to ensure that material information is made publicly available on a timely and non-selective basis, to all shareholders.

In disclosing information to shareholders, the Company aims to provide a balanced and meaningful description. Shareholders are kept informed of all major developments and performance of the Group through timely half-year and full year financial results announcements and the various disclosures and announcements made to the SGX-ST via the SGXNET, press releases, annual reports and circulars to shareholders.

Additionally, the general meetings are the principal forum for the Board to have face-to-face dialogue with the shareholders, to gather their views or inputs, as well as to address any concerns they may have. As such, the Board always encourages shareholders' active participation at such meetings, by giving them adequate opportunity and time to air their views and pose questions, regarding the Group's business activities and performance.

The Company's website also serves as a platform for shareholders to gain access to the Group's businesses, public announcements and governance-related information.

CORPORATE GOVERNANCE REPORT

Provisions 12.2 and 12.3: Investor Relations Policy and Protocols

The Company's investor relations policy outlines the general principles and communication protocols to observe, when disclosing material information to its shareholders or the investment community.

The EDs are available to attend to views from shareholders and the investment community, who wish to better understand the corporate developments or financial performance of the Group.

A dedicated email address is available on the Company's website for shareholders to reach out to the investor relations contact.

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.*

Provision 13.1: Identification and engagement with material stakeholders

Provision 13.2: Strategy and key areas of focus on management of stakeholders

The Company adopts the principle that to build confidence among stakeholders, there is a need to deliver sustainable value.

The Company has identified six key stakeholder groups, namely: the shareholders, customers, employees and outsourced workers, contractors and suppliers, regulators and local community.

The Sustainability Report included in this Annual Report, provides the Company's sustainability approach in identifying material stakeholders, as well as addressing stakeholders' concerns and methods and frequency of engagement.

Provision 13.3: Corporate website to engage with stakeholders

To promote regular, effective and fair communication with stakeholders, the Company maintains a website at www.sunright.com through which stakeholders are able to access up-to-date information on the Group and communicate with the Company.

OTHER CORPORATE GOVERNANCE MATTERS

Dealing in Securities

The Company has in place a policy on dealings in the Company's securities by its Directors and relevant officers of the Company and its subsidiaries. Under the policy, they are prohibited from dealing in the Company's securities during the period commencing one month before announcement of the Group's half yearly and full year results and ending on the date of announcement of the relevant results, or when they are in possession of unpublished price-sensitive information of the Group. In addition, the Directors and officers are advised not to trade in the Company's securities on short-term considerations and to observe insider trading laws at all times.

Interested Person Transactions

In FY2025, the Group did not enter into any transaction that would be regarded as an interested person transaction.

DIRECTORS' STATEMENT

The directors hereby present their statement to the members together with the audited consolidated financial statements of Sunright Limited (the "Company") and its subsidiaries (collectively, the "Group") and the statement of financial position and statement of changes in equity of the Company for the financial year ended 31 July 2025.

For the purpose of the disclosures in this statement as required by the Companies Act 1967 (the "Act"), KESM Industries Berhad ("KESMI") and its subsidiaries are not considered as subsidiaries of the Company and have therefore been treated as associates of the Group by virtue of the Company's shareholding of 48.41% in KESMI.

However, in other sections within the financial statements, for the purpose of the disclosures as required by the Singapore Financial Reporting Standards (International) ("SFRS(I)"), KESMI and its subsidiaries are considered to be subsidiaries of the Group, following the requirement of SFRS(I) 10 *Consolidated Financial Statements* and SFRS(I) 1-27 *Separate Financial Statements*.

Opinions of the directors

In the opinion of the directors,

- (a) the consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company 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 July 2025 and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the year ended on that date; and
- (b) at the date of this statement there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

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

Samuel Lim Syn Soo
Kenneth Tan Teoh Khoon
Daniel Soh Chung Hian
Sandy Foo Fei Ying
Dr. Babak Alizadeh Taheri (appointed on 22 November 2024)

Arrangements to enable directors to acquire shares and debentures

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

DIRECTORS' STATEMENT

Directors' interests in shares and debentures

The following directors, who held office at the end of the financial year, had, according to the register of directors' shareholdings, required to be kept under Section 164 of the Act, an interest in shares of the Company and related corporations (other than wholly-owned subsidiaries) as stated below:

Name of directors	Direct interest	
	At the beginning of financial year	At the end of financial year
<i>Ordinary shares of the Company</i>		
Samuel Lim Syn Soo	67,466,666	67,466,666
Kenneth Tan Teoh Khoon	2,130,000	2,130,000

By virtue of his interests in Sunright Limited, Mr Samuel Lim Syn Soo is deemed to have an interest in the shares of the subsidiaries of Sunright Limited (which excludes KESM Industries Berhad and its subsidiaries which, as explained in paragraphs two and three of this statement, are treated as associates for the purpose of this disclosure) in the proportion to its interest in the subsidiaries.

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

Options

The Company does not have an employee share option plan.

Audit and Risk Committee

The Audit and Risk Committee ("ARC") carried out its functions in accordance with Section 201B(5) of the Act, the Code of Corporate Governance 2018 and the Singapore Exchange Securities Trading Limited Listing Manual. These functions include a review of the financial statements of the Group and of the Company for the financial year and the independent auditor's report thereon, a review of the nature and extent of the non-audit services provided by the firm acting as the auditor and nomination for appointment of auditor. Full details of the nature and extent of the functions performed by the ARC are disclosed in the Corporate Governance Report.

DIRECTORS' STATEMENT

Auditor

Ernst & Young LLP has expressed its willingness to accept re-appointment as auditor.

On behalf of the Board of Directors:

Samuel Lim Syn Soo
Director

Kenneth Tan Teoh Khoon
Director

Singapore
26 September 2025

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 July 2025

Independent auditor's report to the members of Sunright Limited

Report on the audit of the financial statements

Opinion

We have audited the accompanying financial statements of Sunright Limited (the "Company") and its subsidiaries (collectively, the "Group"), which comprise the statements of financial position of the Group and the Company as at 31 July 2025, the statements of changes in equity of the Group and the Company, and the consolidated statement of profit or loss and other comprehensive income and consolidated cash flow statement of the Group for the 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, the statement of financial position and the statement of changes in equity 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)") 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 July 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and changes in equity of the Company for the year ended on that date.

Basis for opinion

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

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current 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. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled our responsibilities described in the *Auditor's responsibilities for the audit of the financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Impairment assessment of property, plant and equipment

As at 31 July 2025, the carrying amount of the Group's property, plant and equipment was \$43,946,000 (2024: \$51,345,000), which represented 28% of the Group's total assets.

This area was significant to our audit due to the size of the carrying amount of the property, plant and equipment and as disclosed in Note 3, management determined the recoverable amount of certain property, plant and equipment with indicators of impairment based on the higher of its value in use calculations and fair value less costs of disposal which involved the use of significant judgement and estimation by management. The recoverable amount is compared to the carrying value of the property, plant and equipment in order to determine whether an impairment exists.

The value in use is determined by estimating projected cash flows expected to be generated by the property, plant and equipment discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the property, plant and equipment.

The fair value less costs of disposal method is determined by reference to external valuation reports provided by independent valuers at the reporting date.

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 July 2025

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

We obtained an understanding of management's impairment model and key assumptions. We reviewed management's assessment of indicators of impairment, if any, and also performed audit procedures, including:

- We reviewed the robustness of management's budgeting process by comparing the actual financial performance against previously forecasted results.
- We evaluated the reasonableness of key assumptions such as revenue, related production costs and discount rates.
- We performed sensitivity analysis on management's key estimates, after taking into consideration current business environment.
- We involved our internal valuation specialists in assessing the reasonableness of the discount rates and performed sensitivity analysis after considering the current market and economic conditions.
- We obtained an understanding of the methodology adopted by the independent valuers in estimating the fair value of the property, plant and equipment and assessed whether such methodology is consistent with those used in the industry.
- We discussed with the independent valuers to obtain an understanding of the inputs used to the valuation models included, amongst others, the recent market transaction and quotation from suppliers and assessed the reasonableness by corroborating to available market data.
- We evaluated the competence, capabilities and objectivity of the independent valuers who provided the valuation reports.

We reviewed the adequacy of the disclosures made on Note 3 and Note 10 to the financial statements.

Other information

Management is responsible for other information. The other information comprises the information 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), and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 July 2025

Auditor's responsibilities for the audit of the financial statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- 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.

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 July 2025

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 the subsidiary corporation 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 Kiranpreet Kaur Shahi.

Ernst & Young LLP
Public Accountants and
Chartered Accountants

Singapore
26 September 2025

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 July 2025

(In Singapore Dollars)

	Note	2025 \$'000	2024 \$'000
Revenue	4	72,982	82,035
Other items of income			
Interest income	5	2,582	2,641
Dividend income		141	128
Other income		1,731	10,772
Items of expenses			
Raw materials and consumables used		(10,860)	(12,541)
Changes in inventories of finished goods and work-in-progress		435	(805)
Employee benefits expense	6	(33,468)	(37,201)
Depreciation of property, plant and equipment	10	(15,123)	(15,143)
Finance costs	7	(1,058)	(1,405)
Other expenses		(24,269)	(25,145)
(Loss)/profit before tax	8	(6,907)	3,336
Income tax expense	20	(198)	(1,076)
(Loss)/profit, net of tax		(7,105)	2,260
Other comprehensive income:			
Item that will not be reclassified to profit or loss			
Remeasurement loss arising from net defined benefit liabilities, net of tax	22	(24)	(23)
Item that may be reclassified subsequently to profit or loss			
Foreign currency translation gain/(loss)		3,482	(1,398)
Foreign currency translation differences reclassified to profit or loss upon liquidation and deconsolidation of subsidiaries		(430)	169
		3,052	(1,229)
Other comprehensive income/(loss) for the year, net of tax		3,028	(1,252)
Total comprehensive (loss)/income for the year		(4,077)	1,008
(Loss)/profit attributable to:			
Owners of the Company		(5,827)	2,232
Non-controlling interests	12(b)	(1,278)	28
		(7,105)	2,260
Total comprehensive (loss)/income attributable to:			
Owners of the Company		(4,639)	1,601
Non-controlling interests		562	(593)
		(4,077)	1,008
(Loss)/earnings per share - cents	9	(4.7)	1.8

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

As at 31 July 2025

(In Singapore Dollars)

		Group		Company	
	Note	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
ASSETS					
Non-current assets					
Property, plant and equipment	10	43,946	51,345	65	107
Investment in subsidiaries	12	–	–	5,578	7,549
Deferred tax assets	20(c)	1,817	1,785	–	–
Other receivables	15	362	512	–	–
Loans to a subsidiary	13	–	–	178	411
		46,125	53,642	5,821	8,067
Current assets					
Investment securities	25(b)	3,680	4,559	444	382
Inventories	14	1,735	1,044	–	–
Prepayments		578	641	126	118
Tax recoverables		1,726	1,627	–	–
Derivatives	23(b)	–	30	–	–
Trade and other receivables	15	20,576	15,535	10,020	3,285
Loans to a subsidiary	13	–	–	233	233
Cash and short-term deposits	16	83,964	95,081	18,131	19,775
		112,259	118,517	28,954	23,793
Assets held for sale	10(c)	535	–	–	–
		112,794	118,517	28,954	23,793
Total assets		158,919	172,159	34,775	31,860
EQUITY AND LIABILITIES					
Equity attributable to owners of the Company					
Share capital	17	35,727	35,727	35,727	35,727
Retained earnings/(accumulated losses)		33,846	31,279	(7,079)	(7,411)
Other reserves	18	(337)	6,869	155	155
		69,236	73,875	28,803	28,471
Non-controlling interests	12(b)	53,392	53,334	–	–
Total equity		122,628	127,209	28,803	28,471
Non-current liabilities					
Loans and borrowings	19	3,076	11,502	7	130
Defined benefit liabilities	22	1,913	1,675	–	–
Deferred tax liabilities	20(c)	1,524	2,028	–	–
		6,513	15,205	7	130
Current liabilities					
Trade and other payables	21	14,468	14,980	1,176	1,108
Derivatives	23(b)	31	–	–	–
Loans and borrowings	19	15,009	14,493	4,535	1,940
Provisions		5	6	–	–
Income tax payable		265	266	254	211
		29,778	29,745	5,965	3,259
Total liabilities		36,291	44,950	5,972	3,389
Total equity and liabilities		158,919	172,159	34,775	31,860

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 31 July 2025

(In Singapore Dollars)

Group	Equity, total \$'000	Total equity attributable to owners of the Company \$'000	Share capital \$'000	Retained earnings \$'000	Foreign currency translation reserve \$'000	Capital reserve \$'000	Statutory reserve fund \$'000	Other reserves, total \$'000	Non- controlling interests \$'000
Opening balance at 1 August 2023	126,583	72,274	35,727	29,062	(3,872)	10,497	860	7,485	54,309
Profit for the year	2,260	2,232	–	2,232	–	–	–	–	28
Liquidation of a subsidiary	–	–	–	8	–	(8)	–	(8)	–
Other comprehensive income for the year, net of tax	(1,252)	(631)	–	(23)	(608)	–	–	(608)	(621)
Total comprehensive income for the year	1,008	1,601	–	2,217	(608)	(8)	–	(616)	(593)
Dividends paid to non-controlling interests	(382)	–	–	–	–	–	–	–	(382)
As at 31 July 2024	127,209	73,875	35,727	31,279	(4,480)	10,489	860	6,869	53,334
Opening balance at 1 August 2024	127,209	73,875	35,727	31,279	(4,480)	10,489	860	6,869	53,334
Loss for the year	(7,105)	(5,827)	–	(5,827)	–	–	–	–	(1,278)
Liquidation and deconsolidation of subsidiaries	–	–	–	8,418	254	(8,672)	–	(8,418)	–
Other comprehensive income for the year, net of tax	3,028	1,188	–	(24)	1,212	–	–	1,212	1,840
Total comprehensive loss for the year	(4,077)	(4,639)	–	2,567	1,466	(8,672)	–	(7,206)	562
Dividends paid to non-controlling interests	(504)	–	–	–	–	–	–	–	(504)
As at 31 July 2025	122,628	69,236	35,727	33,846	(3,014)	1,817	860	(337)	53,392

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 31 July 2025

(In Singapore Dollars)

Company	Total equity \$'000	Share capital \$'000	Accumulated losses \$'000	Capital reserve \$'000
Opening balance at 1 August 2023	32,622	35,727	(3,260)	155
Loss for the year	(4,151)	–	(4,151)	–
Total comprehensive loss for the year	(4,151)	–	(4,151)	–
As at 31 July 2024	28,471	35,727	(7,411)	155
Opening balance at 1 August 2024	28,471	35,727	(7,411)	155
Profit for the year	332	–	332	–
Total comprehensive income for the year	332	–	332	–
As at 31 July 2025	28,803	35,727	(7,079)	155

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED CASH FLOW STATEMENT

For the financial year ended 31 July 2025

(In Singapore Dollars)

	Note	2025 \$'000	2024 \$'000
Operating activities			
(Loss)/profit before tax		(6,907)	3,336
Adjustments for:			
Net gain on disposal of property, plant and equipment	8	(464)	(8,862)
Depreciation of property, plant and equipment	10	15,123	15,143
Net write-back of inventories	8	(65)	(6)
Net impairment loss/(reversal of impairment) on trade receivables	15(b)	252	(1)
Dividend income		(141)	(128)
Net fair value loss/(gain) on investment securities	8	963	(532)
Finance costs	7	1,058	1,405
Interest income	5	(2,582)	(2,641)
Gain on deconsolidation of a subsidiary	12(f)	(63)	–
Net unrealised exchange loss		13	65
Net unrealised loss/(gain) on derivatives		61	(30)
Operating cash flows before changes in working capital		7,248	7,749
Changes in working capital:			
(Increase)/decrease in inventories		(626)	1,567
Decrease in prepayments and receivables		1,431	4,816
Decrease in payables		(2,236)	(1,861)
Cash flows from operations		5,817	12,271
Income taxes paid, net		(820)	(813)
Interest paid		(1,112)	(1,366)
Interest received		2,757	2,437
Net cash flows from operating activities		6,642	12,529
Investing activities			
Decrease/(increase) in short-term deposits with maturity more than three months		13,584	(17,193)
Dividend received		141	128
Purchase of property, plant and equipment		(5,606)	(5,013)
Proceeds and deposit received from disposal of property, plant and equipment		547	8,797
Purchase of investment securities		(310)	(1,681)
Proceeds from disposal of investment securities		398	1,140
Net cash outflow from deconsolidation of a subsidiary	12(f)	(6,011)	–
Net cash flows from/(used in) investing activities		2,743	(13,822)
Financing activities			
Proceeds from bank loans		7,061	6,660
Repayment of bank loans		(14,385)	(12,783)
Repayment of principal portion of lease liabilities	19	(2,053)	(2,102)
Dividends paid to non-controlling interests	12(b)	(504)	(382)
Net cash flows used in financing activities		(9,881)	(8,607)
Net decrease in cash and cash equivalents		(496)	(9,900)
Effect of exchange rate changes on cash and cash equivalents		2,963	(886)
Cash and cash equivalents at beginning of the year		33,811	44,597
Cash and cash equivalents at end of the year	16	36,278	33,811

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

1. Corporate information

Sunright Limited (the “Company”) is a limited liability company incorporated and domiciled in Singapore and is listed on the Mainboard of the Singapore Exchange Securities Trading Limited (“SGX-ST”).

The registered office and principal place of business of the Company is located at Block 1093 Lower Delta Road #02-01/08, Singapore 169204.

The principal activities of the Company are that of investment holding and provision of management services. The principal activities of the subsidiaries are disclosed in Note 12 to the financial statements.

2. Material accounting policy information

2.1 Basis of preparation

The consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company have been prepared in accordance with Singapore Financial Reporting Standards (International) (“SFRS(I)”).

The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements of the Group and of the Company are presented in Singapore Dollars (“SGD” or “\$”) and all values are rounded to the nearest thousand (“\$’000”) except when otherwise indicated.

2.2 Changes in accounting policies

The accounting policies adopted are consistent with those previous financial year except that on 1 August 2024, the Group and the Company adopted all amendments to standards which are effective for annual financial periods beginning on or after 1 January 2024. The adoption of these amendments to standards did not have any material effect on the financial performance or position of the Group and the Company.

2.3 Standards issued but not yet effective

The amendments to standards and new standards that are issued but not yet effective up to the date of issuance of the Group’s and the Company’s financial statements are disclosed below.

Description	Effective for annual periods beginning on or after
Amendments to SFRS(I) 1-21: <i>Lack of Exchangeability</i>	1 January 2025
Amendments to SFRS(I) 9 and SFRS(I) 7: <i>Classification and Measurement of Financial Instruments</i>	1 January 2026
Annual improvements to SFRS(I)s – Volume 11	1 January 2026
SFRS(I) 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
SFRS(I) 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to SFRS(I) 10 and SFRS(I) 1-28: <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	To be determined

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

2. Material accounting policy information (cont'd)

2.3 Standards issued but not yet effective (cont'd)

With the exception of SFRS(I) 18 *Presentation and Disclosure in Financial Statements*, the directors expect that the adoption of the standards above will have no material impact on the financial statements in the year of initial application.

SFRS(I) 18 replaces SFRS(I) 1-1 *Presentation of Financial Statements* and introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

It also requires disclosure of newly management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements ("PFS") and the notes.

In addition, narrow-scope amendments have been made to SFRS(I) 1-7 *Statement of Cash Flows*, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards. SFRS(I) 18 and the amendments to the other standards, is effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted.

The Group is currently working to identify all impacts the amendments will have on the PFS and notes to the financial statements.

2.4 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances. A list of the Group's subsidiaries is shown in Note 12.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Profit or loss and each component of other comprehensive income are attributed to the equity holders of the owners of the Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance.

2.5 Transactions with non-controlling interests

Non-controlling interest represents the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company.

Changes in the Company's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

2. Material accounting policy information (cont'd)

2.6 Functional and foreign currency

The consolidated financial statements are presented in SGD, which is also the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

(a) Transactions and balances

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition in the functional currencies at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are recognised in profit or loss.

(b) Consolidated financial statements

For consolidation purposes, the assets and liabilities of foreign operations are translated into SGD at the rate of exchange ruling at the reporting date and their income and expenses are translated at the average exchange rates for the reporting year. The exchange differences arising on the translation are recognised in other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is reclassified to profit or loss.

2.7 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Right-of-use assets are included within the same line item as that within corresponding underlying assets would be presented if they were owned and are accounted for in accordance with Note 2.14. Subsequent to recognition, all items of property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

When significant parts of property, plant and equipment are required to be replaced in intervals, the Group recognises such parts as individual assets with specific useful lives and depreciation, respectively. All other repair and maintenance costs are recognised in profit or loss as incurred.

Depreciation, except for right-of-use assets which is depreciated in accordance with Note 2.14, is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Buildings	-	10 to 20 years
Renovation	-	5 years
Plant, machinery and test equipment	-	5 years
Motor vehicles	-	5 years
Office equipment, furniture and fittings and computers	-	3 to 10 years

Freehold land has an unlimited useful life and therefore is not depreciated. Certain assets are stated at cost and are not depreciated as these assets are not available for use.

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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

2. Material accounting policy information (cont'd)

2.7 Property, plant and equipment (cont'd)

The residual value, useful life and depreciation method are reviewed at the end of each reporting year, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in profit or loss in the year the asset is derecognised.

2.8 Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

The Group bases its impairment calculation on detailed budgets and forecast calculations which are prepared separately for each of the Group's cash-generating units to which the individual assets are allocated. These budgets and forecast calculations are generally covering a period of three to five years. For longer periods, a long-term growth rate is calculated and applied to projected future cash flows after the third to fifth year, depending on the period of the forecast.

Impairment losses are recognised in profit or loss. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss. Impairment losses relating to goodwill cannot be reversed in future periods.

2.9 Subsidiaries

A subsidiary is an entity over which the Group has all the following:

- (a) power over the investee (such as existing rights that give it the current ability to direct the relevant activities of the investee);
- (b) exposure, or rights, to variable returns from its involvement with the investee; and
- (c) the ability to use its power over the investee to affect its returns.

In the Company's separate financial statements, investment in subsidiaries are accounted for at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

2. Material accounting policy information (cont'd)

2.10 Financial instruments

(a) *Financial assets*

Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes a party to the contractual provisions of the instruments.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to 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 party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Financial assets at amortised cost (debt instruments)

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through amortisation process.

The Group's financial assets at amortised cost include trade and other receivables (excluding prepayments), cash and short-term deposits.

Financial assets at fair value through profit or loss ("FVPL")

Financial assets at FVPL include financial assets held for trading. Financial assets held for trading comprise investment securities and financial assets acquired principally for the purpose of selling or repurchasing them in the near term.

The Group also uses derivative financial instruments such as forward currency contracts to manage its risks associated with foreign currency fluctuations. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivative financial instruments are carried as assets when the fair value is positive and as liabilities when the fair value is negative. Any gains or losses arising from changes in fair value on derivative financial instruments that do not qualify for hedge accounting are taken to the profit or loss for the year. The fair value of forward currency contracts is calculated by reference to current forward exchange rates for contracts with similar maturity profiles.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

2. Material accounting policy information (cont'd)

2.10 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Financial assets at fair value through profit or loss ("FVPL") (cont'd)

Subsequent to initial recognition, financial assets at FVPL are measured at fair value. Gains or losses arising from changes in fair value of the financial assets are recognised in profit or loss. Net gains or net losses on financial assets at FVPL do not include exchange differences, interest and dividend income. Exchange differences, interest and dividend income on financial assets at FVPL are recognised separately in profit or loss as part of other expenses or other income.

The Group classifies its investment securities and derivative assets under this category.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in profit or loss.

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at FVPL, directly attributable transaction costs.

The Group's financial liabilities include trade and other payables and loans and borrowings.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at FVPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

(c) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

2. Material accounting policy information (cont'd)

2.11 Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (lifetime ECL).

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group may consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.12 Cash and cash equivalents

Cash and cash equivalents comprise cash at banks and on hand, and deposits with banks, that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value, with a maturity of three months or less.

For the purpose of the consolidated cash flow statement, cash and cash equivalents are presented net of bank deposits with maturity more than three months.

2.13 Employee benefits

(a) Short-term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees of the Group. Short-term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short-term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(b) Defined contribution plans

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. In particular, the Singapore companies in the Group make contributions to the Central Provident Fund ("CPF") scheme in Singapore, a defined contribution pension scheme. Companies in Malaysia make such contributions to the Employees Provident Fund ("EPF"). Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

2. Material accounting policy information (cont'd)

2.13 Employee benefits (cont'd)

(c) Defined benefit plan

The Group's obligations under the defined benefit plan are estimated and determined based on the amount of benefit that eligible employees have earned in return for their service in the current and prior years. That benefit is discounted using the projected unit credit method in order to determine its present value. The discount rate is the market yield at the reporting date on high quality corporate bonds or government bonds. The amount recognised in the statement of financial position represents the present value of the defined benefit obligations.

Net interest is calculated by applying the discount rate to the net defined benefit liability. The Group recognises the service costs in the net defined benefit obligations under 'Employee benefits expense' and net interest under 'Finance costs' in profit or loss.

2.14 Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(a) As a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. Otherwise, right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

Depreciation of right-of-use assets is computed on a straight-line basis over the estimated useful lives or lease term of assets as follows:

Buildings	-	2 to 20 years
Leasehold land	-	60 to 99 years
Plant, machinery and test equipment	-	5 years
Motor vehicles	-	5 years
Office equipment, furniture and fittings and computers	-	3 to 5 years

The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.8. The Group's right-of-use assets are disclosed in Note 11.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

2. Material accounting policy information (cont'd)

2.14 Leases (cont'd)

(a) As a lessee (cont'd)

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of assets (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of assets that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

(b) As a lessor

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same bases as rental income. The accounting policy for rental income is set out in Note 2.15.

2.15 Revenue

Revenue is measured based on the consideration to 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.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or accepts the performance of service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation. The Group do not provide variable element in consideration and obligation for returns or refunds.

(a) Sale of goods

Revenue is recognised when the goods are delivered to the customers and all criteria for acceptance have been satisfied.

Revenue is measured at the consideration promised in the contract with customers, less discounts and rebates.

A contract liability is recognised when the Group has not yet performed under the contract but has received advanced payments from the customer. Contract liabilities are recognised as revenue as the Group performs under the contract.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

2. Material accounting policy information (cont'd)

2.15 Revenue (cont'd)

(b) *Rendering of services*

Revenue is recognised when the performance obligation is satisfied at a point in time, that is upon the performance of services to the customers, which generally coincides with their acceptance.

The amount of revenue recognised is based on the estimated transaction price. Based on the Group's experience with similar types of contracts, variable consideration is typically constrained and is included in the transaction only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

(c) *Interest income*

Interest income is recognised using the effective interest method.

(d) *Dividend income*

Dividend income is recognised when the Group's right to receive payment is established.

(e) *Rental income*

Rental income is accounted for on a straight-line basis over the lease terms and is included in other income in the consolidated statement of profit or loss and other comprehensive income due to its operating nature.

2.16 Taxes

(a) *Current income tax*

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantially enacted at the reporting date, in the countries where the Group operates and generates taxable income.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) *Deferred tax*

Deferred tax is provided using the liability method on temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

2. Material accounting policy information (cont'd)

2.16 Taxes (cont'd)

(b) *Deferred tax (cont'd)*

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

(c) *Sales tax*

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

- (i) where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- (ii) 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 statement of financial position.

2.17 Segment reporting

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the key management who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance.

3. Significant accounting estimates and judgements

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

3. Significant accounting estimates and judgements (cont'd)

3.1 Judgements made in applying accounting policies

In the process of applying the Group's accounting policies, management has made the following judgements, which has the most significant effect on the amounts recognised in the consolidated financial statements:

De facto control over investee

In assessing whether the Group has control over an investee where the Group holds less than a majority of voting rights, the Group considers factors such as the size of the Group's holding of voting rights relative to the size and dispersion of holdings of other vote holders as well as any additional facts and circumstances that indicate the Group has, or does not have, the current ability to direct the relevant activities of the investee, including the voting patterns at the investee's previous shareholders' meetings.

The Group concluded that it has *de facto* control over KESM Industries Berhad, which was consequently accounted for as a subsidiary company.

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 reporting period are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

(a) *Impairment of property, plant and equipment*

The Group is required to perform impairment test of the cash-generating units ("CGUs") whenever there is an indication that the CGU may be impaired by comparing the carrying amounts with its recoverable amounts.

When recoverable amounts are determined based on value in use calculations, the discounted cash flow model, with certain key parameters such as discount rate and growth rates used reflect, amongst others, the maturity of the business development cycle as well as the industry growth potential. Management believes that the aforesaid variables are unlikely to materially result in the carrying amount of property, plant and equipment exceeding their recoverable amounts. In determining the recoverable amount using the fair value less costs of disposal method, management has engaged external valuers to determine the fair value of certain property, plant and equipment at the reporting date. The carrying amount of the Group's property, plant and equipment at the end of the reporting period is disclosed in Note 10.

(b) *Deferred tax assets*

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available in the future to recover these deferred tax assets. Significant management estimates are required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits, including expectations for future sales as well as future overall market and economic conditions. The Group has recognised the deferred tax assets as it is probable that the Group will generate sufficient taxable profits in future which the deferred tax assets can be utilised.

The carrying amount of the Group's deferred tax assets at the end of the reporting period was \$1,817,000 (2024: \$1,785,000).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

3. Significant accounting estimates and judgements (cont'd)

3.2 Key sources of estimation uncertainty (cont'd)

(c) *Useful lives of plant, machinery and test equipment*

The cost of plant, machinery and test equipment is depreciated on a straight-line basis over the assets estimated economic useful lives. Management estimates the useful lives of these plant, machinery and test equipment to be 5 years. These are common life expectancies applied in the semiconductor industry. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore, future depreciation charges could be revised. The carrying amount of the Group's plant and equipment at the end of the reporting period is disclosed in Note 10.

4. Revenue

Disaggregation of revenue

	Group	
	2025	2024
	\$'000	\$'000
Major type of goods and services		
Sale of goods	9,232	12,340
Rendering of services	63,750	69,695
	<u>72,982</u>	<u>82,035</u>
Primary geographical markets		
Singapore	5,348	13,316
Malaysia	43,671	45,221
Mainland China	12,818	13,883
United States	5,704	3,725
Others*	5,441	5,890
	<u>72,982</u>	<u>82,035</u>

* Others refer to other Asian markets, European markets and Middle East markets.

The goods and services are transferred to the customers at a point in time.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

5. Interest income

	Group	
	2025	2024
	\$'000	\$'000
Interest income from:		
- Deposits with licensed banks	2,570	2,633
- Others	12	8
	<u>2,582</u>	<u>2,641</u>

6. Employee benefits expense

		Group	
	Note	2025	2024
		\$'000	\$'000
Employee benefits expense (including directors):			
- Wages, salaries and bonuses		28,238	31,821
- Contributions to defined contribution plans		1,424	1,487
- Defined benefit obligations	22	98	85
- Other benefits		3,708	3,808
		<u>33,468</u>	<u>37,201</u>

7. Finance costs

		Group	
	Note	2025	2024
		\$'000	\$'000
Interest expense on:			
- Bank loans		832	1,143
- Lease liabilities	11	179	211
- Defined benefit obligations	22	47	51
		<u>1,058</u>	<u>1,405</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

8. (Loss)/profit before tax

The following items have been included in arriving at (loss)/profit before tax:

		Group	
	Note	2025	2024
		\$'000	\$'000
Audit fees paid to:			
- Auditors of the Company		229	199
- Other auditors		174	191
Non-audit fees paid to:			
- Auditors of the Company		120	111
- Other auditors		54	44
Net foreign exchange loss/(gain)		469	(94)
Net (gain)/loss on derivatives		(74)	60
Net write-back of inventories	14	(65)	(6)
Net impairment loss/(reversal of impairment) on trade receivables	15	252	(1)
Net gain on disposal of property, plant and equipment		(464)	(8,862)
Net fair value loss/(gain) on investment securities		963	(532)
Other professional fees		395	651
Repairs and maintenance		6,603	7,422
Travelling and entertainment		601	441
Utilities		10,630	11,749
Lease expenses		299	194
COVID-19 related government reliefs		–	(269)
Directors' remuneration:			
- Directors of the Company			
• Fees		172	150
• Salaries and bonuses		1,172	1,168
• CPF and other defined contributions		18	19
- Directors of subsidiaries			
• Fees		111	105
• Salaries and bonuses		509	463

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

9. (Loss)/earnings per share

Basic (loss)/earnings per share are calculated by dividing the (loss)/profit, net of tax, attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

The following tables reflect the loss and share data used in the computation of basic loss per share for the years ended 31 July:

	Group	
	2025	2024
	\$'000	\$'000
(Loss)/profit attributable to owners of the Company	(5,827)	2,232
	Number of shares	Number of shares
	'000	'000
Weighted average number of ordinary shares for basic loss per share computation	122,806	122,806
	Cents	Cents
Basic (loss)/earnings per share	(4.7)	1.8

The Group has no potential ordinary shares in issue at the end of reporting date and therefore diluted (loss)/earnings per share has not been presented.

There has been no other transaction involving ordinary shares or potential ordinary shares between the reporting date and the date of authorisation of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

10. Property, plant and equipment

Group	Buildings \$'000	Freehold land and leasehold land^ \$'000	Renovation \$'000	Plant, machinery and test equipment* \$'000	Motor vehicles \$'000	Office equipment, furniture and fittings and computers \$'000	Total \$'000
Cost							
At 1 August 2023	20,171	2,625	12,302	276,413	1,952	7,765	321,228
Additions	2,952	–	129	7,945	121	434	11,581
Disposals	(8,712)	–	(1)	(2,237)	(27)	(237)	(11,214)
Modification	(879)	–	–	–	–	(80)	(959)
Exchange differences	(375)	(33)	(72)	(3,142)	(12)	(45)	(3,679)
At 31 July 2024	13,157	2,592	12,358	278,979	2,034	7,837	316,957
Additions	666	–	616	5,284	–	127	6,693
Disposals	(1,449)	–	(551)	(6,549)	(259)	(543)	(9,351)
Modification	(173)	–	–	–	–	–	(173)
Reclassified to assets held for sale	(398)	(227)	–	–	–	–	(625)
Exchange differences	348	109	(132)	8,381	16	68	8,790
At 31 July 2025	12,151	2,474	12,291	286,095	1,791	7,489	322,291
Accumulated depreciation							
At 1 August 2023	16,451	636	11,606	227,511	1,807	6,655	264,666
Depreciation charge	1,628	35	261	12,680	73	466	15,143
Disposals	(8,712)	–	(1)	(2,090)	(27)	(231)	(11,061)
Modification	(220)	–	–	–	–	(64)	(284)
Exchange differences	(343)	(8)	(62)	(2,392)	(13)	(34)	(2,852)
At 31 July 2024	8,804	663	11,804	235,709	1,840	6,792	265,612
Depreciation charge	1,555	36	252	12,777	54	449	15,123
Disposals	(1,370)	–	(551)	(6,559)	(259)	(537)	(9,276)
Modification	(161)	–	–	–	–	–	(161)
Reclassified to assets held for sale	(77)	(13)	–	–	–	–	(90)
Exchange differences	260	29	(147)	6,926	23	46	7,137
At 31 July 2025	9,011	715	11,358	248,853	1,658	6,750	278,345
Net carrying amount							
At 31 July 2024	4,353	1,929	554	43,270	194	1,045	51,345
At 31 July 2025	3,140	1,759	933	37,242	133	739	43,946

^ Included freehold land of a net carrying amount of \$338,000 (2024: \$324,000), after considering the effect of translation.

* Included in the Group's 'Plant, machinery and test equipment' of \$1,911,000 (2024: \$7,647,000), were not depreciated as they were not ready for use.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

10. Property, plant and equipment (cont'd)

Company	Renovation \$'000	Motor vehicles \$'000	Office equipment, furniture and fittings and computers \$'000	Total \$'000
Cost				
At 1 August 2023	47	1,201	1,118	2,366
Additions	–	–	16	16
Disposal	–	–	(4)	(4)
At 31 July 2024	47	1,201	1,130	2,378
Additions	–	–	22	22
At 31 July 2025	47	1,201	1,152	2,400
Accumulated depreciation				
At 1 August 2023	47	1,185	949	2,181
Depreciation charge	–	16	78	94
Disposal	–	–	(4)	(4)
At 31 July 2024	47	1,201	1,023	2,271
Depreciation charge	–	–	64	64
At 31 July 2025	47	1,201	1,087	2,335
Net carrying amount				
At 31 July 2024	–	–	107	107
At 31 July 2025	–	–	65	65

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

10. Property, plant and equipment (cont'd)

(a) Additions

Additions of property, plant and equipment during the financial year were made by the following means:

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Cash payments		2,551	5,013	22	16
Lease liabilities	11(b)	724	3,618	–	–
Other payables		3,418	2,950	–	–
		6,693	11,581	22	16

- (b) Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 11.

(c) Assets held for sale

On 28 May 2025, the Group entered into a sale and purchase agreement for the disposal of leasehold land and building for a cash consideration of approximately \$1,216,000.

The disposal is expected to be completed within a year from the reporting date.

11. Leases

As lessee

Buildings

The Group has lease contracts for offices and factories used in its operations, and accommodations for workers. These leases have contract terms of 2 to 5 years, and do not contain variable lease payments. The Group's obligation under its leases are secured by the lessor's title to the leased assets.

Leasehold land

The Group has made upfront payments to secure the right-of-use assets of 60 to 99 years leasehold land, which are used for production purposes. There are no externally imposed covenant on these lease arrangements.

Plant, machinery and test equipment, Motor vehicles, and Office equipment, furniture and fittings and computers

These leases have contract terms of 2 to 5 years, and do not contain variable lease payments. The lease arrangements prohibit the Group and the Company from subleasing to third parties.

Short-term leases and leases of low-value assets

The Group has certain leases of properties with lease terms of 12 months or less, and leases of plant, machinery and test equipment and office equipment with low value. The Company also has certain leases of office spaces with lease terms of 12 months or less. The Group and the Company apply the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

11. Leases (cont'd)

As lessee (cont'd)

(a) Right-of-use assets

Set out below are the carrying amounts of right-of-use assets classified within 'Property, plant and equipment' and the movements during the year:

Group	Buildings \$'000	Leasehold land \$'000	Plant, machinery and test equipment \$'000	Motor vehicles \$'000	Office equipment, furniture and fittings and computers \$'000	Total \$'000
At 1 August 2023	2,742	1,649	731	127	139	5,388
Additions	2,952	–	669	121	80	3,822
Depreciation expenses	(1,558)	(35)	(242)	(56)	(60)	(1,951)
Transfer out upon lease maturity	–	–	(460)	–	–	(460)
Modification	(659)	–	–	–	(16)	(675)
Foreign exchange movement	(40)	(22)	(11)	1	1	(71)
At 31 July 2024	3,437	1,592	687	193	144	6,053
Additions	666	–	52	–	–	718
Depreciation expenses	(1,483)	(36)	(133)	(55)	(60)	(1,767)
Transfer out upon lease maturity	–	–	(559)	–	–	(559)
Disposal	(79)	–	–	–	–	(79)
Modification	(12)	–	–	–	–	(12)
Reclassified to assets held for sale	–	(214)	–	–	–	(214)
Foreign exchange movement	35	71	(2)	(5)	–	99
At 31 July 2025	2,564	1,413	45	133	84	4,239

Company	Office equipment, furniture and fittings and computers \$'000
At 1 August 2023	122
Depreciation expenses	(44)
At 31 July 2024	78
Depreciation expenses	(44)
At 31 July 2025	34

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

11. Leases (cont'd)

As lessee (cont'd)

(b) Lease liabilities

Set out below are the carrying amounts of lease liabilities and the movements during the year:

		Group		Company	
	Note	2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Lease liabilities					
At beginning of the year		4,312	3,537	87	131
Additions	10	724	3,618	–	–
Accretion of interest	7	179	211	5	8
Disposal	12(f)	(79)	–	–	–
Modification		(11)	(702)	–	–
Payments		(2,232)	(2,313)	(57)	(52)
Foreign exchange movement		28	(39)	–	–
At end of the year		2,921	4,312	35	87
Current	19	1,059	1,635	28	52
Non-current	19	1,862	2,677	7	35
		2,921	4,312	35	87

Lease liabilities denominated in foreign currencies as at 31 July are as follows:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Singapore Dollar	642	1,041	35	87
United States Dollar	215	282	–	–
Ringgit Malaysia	1,094	1,615	–	–
Renminbi	970	1,287	–	–
Others	–	87	–	–
	2,921	4,312	35	87

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

11. Leases (cont'd)

As lessee (cont'd)

(c) Amount recognised in profit or loss:

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Depreciation expense of right-of-use assets	11(a)	1,767	1,951	44	44
Interest expense on lease liabilities	7	179	211	5	8
Lease expense relating to short-term lease		163	120	81	81
Lease expense relating to low-value assets		136	74	–	–
Total amount recognised in profit or loss		2,245	2,356	130	133

The Group had total cash outflows for leases of \$2,531,000 (2024: \$2,507,000) in the current financial year. The Group also had non-cash additions to right-of-use assets and lease liabilities of \$724,000 (2024: \$3,618,000) in the current financial year.

The Group has lease contracts that include extension options. These options provide flexibility in managing the leased-asset portfolio and align with the Group's business needs.

Set out below are the undiscounted potential future rental payments relating to periods following the exercise date of extension options that are not included in the lease term:

	Group	
	2025 \$'000	2024 \$'000
<u>Extension options expected not to be exercised</u>		
Within five years	1,552	1,241

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

11. Leases (cont'd)

As lessor

The Group has leased out their owned buildings to third parties for monthly lease payments. This lease is classified as operating lease because the risk and rewards incidental to ownership of the assets are not substantially transferred.

The future minimum rental receivable under non-cancellable operating leases contracted for at the end of the reporting period are as follows:

	Group	
	2025	2024
	\$'000	\$'000
Within one year	48	134
Later than one year but not later than five years	–	45
	<u>48</u>	<u>179</u>

12. Investment in subsidiaries

	Company	
	2025	2024
	\$'000	\$'000
Quoted shares, at cost	5,578	5,578
Unquoted shares, at cost	50,800	54,167
Allowance for impairment	(50,800)	(52,196)
	<u>5,578</u>	<u>7,549</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

12. Investment in subsidiaries (cont'd)

(a) Composition of the Group

The Company has the following investments in subsidiaries:

	Name of company (Country of incorporation)	Principal activities (Principal place of business)	Proportion of ownership interest	
			2025 %	2024 %
<i>Held by the Company:</i>				
^+	KEST Systems and Service Ltd. (Taiwan)	Provision of burn-in services and manufacturing of electronic equipment (Taiwan)	100*	100
✧	KES Systems & Service (1993) Pte Ltd (Singapore)	Provision of burn-in services and manufacturing of burn-in equipment (Singapore)	100	100
β+	KES Systems & Service (Shanghai) Co., Ltd (Mainland China)	Provision of burn-in services and burn-in support services (Mainland China)	–	100
✧Δ	KES Systems, Inc. (USA)	Research and development in burn-in and test related activities and manufacturing of burn-in and test equipment (USA)	100	100
☆	KESM Industries Berhad (Malaysia)	Investment holding and provision of semiconductor burn-in and testing services (Malaysia)	48 [#]	48 [#]
<i>Held by subsidiaries:</i>				
☆	KES Systems & Service (M) Sdn. Bhd. (Malaysia)	Provision of burn-in support services (Malaysia)	100	100
☆	KES International Sdn. Bhd (Malaysia)	Manufacturing of burn-in equipment (Malaysia)	100	100
μ	KES Systems & Service Philippines Inc. (Philippines)	Provision of product development services (Philippines)	100	100
☆	KESM Test (M) Sdn. Bhd. (Malaysia)	Provision of semiconductor testing services (Malaysia)	48 [#]	48 [#]
☆	KESP Sdn. Bhd. (Malaysia)	Provision of semiconductor burn-in services (Malaysia)	48 [#]	48 [#]
☆Δ	KESM Industries (Tianjin) Co., Ltd. (Mainland China)	Provision of semiconductor burn-in and testing services (Mainland China)	48 [#]	48 [#]

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

12. Investment in subsidiaries (cont'd)

(a) Composition of the Group (cont'd)

- ◇ Audited by Ernst & Young LLP, Singapore.
- ☆ Audited by member firms of EY Global in the respective countries.
- μ Audited by Punongbayan & Araullo, Philippines. SGX Listing Rule 716 is complied with.
- # This represents the legal interests of the Group. According to the SFRS(I) (see Note 3), Sunright Limited has *de facto* control over the company.
- Δ Audited for the purpose of Group consolidation.
- + Not material to the Group and not required to be disclosed under SGX Listing Rule 717.
- * This represents the legal interest of the Group. According to the SFRS(I) (see Note 12(f)), Sunright Limited had lost control over the company.
- ^ Under voluntary liquidation.
- β Liquidation process completed on 14 August 2024.

(b) Interest in subsidiaries with material non-controlling interests ("NCI")

The Group has the following subsidiary that has NCI that is material to the Group.

Name of subsidiary	Principal place of business	Proportion of ownership interest held by NCI	(Loss)/profit allocated to NCI during the reporting period \$'000	Accumulated NCI at the end of reporting period \$'000	Dividends paid to NCI \$'000
2025					
KESM Industries Berhad	Malaysia	52%	(1,278)	53,392	504
2024					
KESM Industries Berhad	Malaysia	52%	28	53,334	382

(c) Summarised financial information about subsidiaries with material NCI

	KESM Industries Berhad and its subsidiaries	
	2025 \$'000	2024 \$'000
<u>Summarised statement of financial position</u>		
Total assets	126,177	136,807
Total liabilities	(23,103)	(33,931)
Net assets	103,074	102,876

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

12. Investment in subsidiaries (cont'd)

(c) Summarised financial information about subsidiaries with material NCI (cont'd)

	KESM Industries Berhad and its subsidiaries	
	2025	2024
	\$'000	\$'000
<u>Summarised statement of comprehensive income</u>		
Revenue	63,750	69,695
(Loss)/profit for the year	(2,478)	54
Other comprehensive (loss)/income	(635)	93
Total comprehensive (loss)/income for the year	(3,113)	147
<u>Summarised cash flow statement</u>		
Net cash from operating activities	10,222	14,727
Net cash from/(used in) investing activities	1,691	(13,356)
Net cash used in financing activities	(12,232)	(8,475)
Net decrease in cash and cash equivalents	(319)	(7,104)

(d) Impairment testing on investment in subsidiaries

Movement in allowance account:

	Company	
	2025	2024
	\$'000	\$'000
At beginning of the year	52,196	47,418
Charged to profit or loss	380	5,087
Written off	(1,776)	(309)
At end of the year	50,800	52,196

During the financial year, the Company carried out an impairment assessment for its investment in subsidiaries. Where impairment indicators existed, the Company determined recoverable amounts based on higher of its value in use and fair value less costs of disposal. The review led to recognition of impairment loss of \$380,000 (2024: \$5,087,000) in the Company's profit or loss.

(e) Voluntary liquidation of a subsidiary

On 14 August 2024, the Company had completed liquidation of its wholly-owned subsidiary, KES Systems & Service (Shanghai) Co., Ltd. This exercise is part of Company's periodic review to ascertain the cost effectiveness of maintaining dormant companies.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

12. Investment in subsidiaries (cont'd)

(f) Deconsolidation of a subsidiary

KEST Systems and Service Ltd. ("KEST"), a wholly-owned subsidiary of the Company, was placed under member's voluntary liquidation on 5 February 2025 and a liquidator was appointed on the same day to take control of KEST. According to SFRS(I) 10 *Consolidated Financial Statements*, the Company had lost control over KEST and therefore derecognised its relevant assets and liabilities at the date when the control was lost.

Derecognised assets and liabilities mainly consisted of:

	Note	2025 \$'000
Property, plant and equipment		79
Other receivables		94
Cash and short-term deposits		6,011
		6,184
Other payables		(678)
Lease liabilities	11(b)	(79)
Net assets of deconsolidation		5,427

Liquidation consideration receivable and gain recognised from the deconsolidation:

	Note	2025 \$'000
Receivable from liquidation consideration	15(a)	5,055
Less: Net assets of deconsolidation		(5,427)
Foreign currency translation differences reclassified to profit or loss upon deconsolidation		435
Gain on deconsolidation		63

Analysis of net cash outflow arising from deconsolidation:

	2025 \$'000
Cash received	—
Net cash of subsidiary derecognised	(6,011)
Net cash outflow from deconsolidation	(6,011)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

13. Loans to a subsidiary

	Company	
	2025	2024
	\$'000	\$'000
Loans to a subsidiary (non-current)	178	411
Loans to a subsidiary (current)	233	233
	411	644

The loans to a subsidiary are unsecured, bore interest rate of 3.15% per annum and repayable within two (2024: three) years from the end of reporting date.

14. Inventories

	Group	
	2025	2024
	\$'000	\$'000
Raw materials	93	286
Consumables	603	462
Work-in-progress	1,025	282
Finished goods	14	14
Total inventories (at net realisable value)	1,735	1,044
Inventories recognised in "Other expenses" inclusive of the following charge/(credit):		
- Write-back of inventories	(69)	(133)
- Write-down of inventories	4	127
	(65)	(6)

The inventories were written back when the related inventories were sold.

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For the financial year ended 31 July 2025

15. Trade and other receivables

		Group		Company	
	Note	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Non-current					
Other receivables:					
- Sundry deposits		362	512	–	–
Current					
Trade receivables:					
- Trade receivables		14,586	14,186	–	–
- Amounts due from subsidiaries (trade)		–	–	2,990	2,154
		14,586	14,186	2,990	2,154
Allowance for impairment:					
- Trade receivables		(390)	(407)	–	–
- Amounts due from subsidiaries (trade)		–	–	(2,125)	–
		14,196	13,779	865	2,154
Current					
Other receivables:					
- Sundry deposits		270	284	1	1
- Sundry receivables		6,110	1,472	5,174	206
- Amounts due from subsidiaries (non-trade)		–	–	5,432	924
		6,380	1,756	10,607	1,131
Allowance for impairment:					
- Amounts due from subsidiaries (non-trade)		–	–	(1,452)	–
		6,380	1,756	9,155	1,131
Total current trade and other receivables		20,576	15,535	10,020	3,285
Total trade and other receivables		20,938	16,047	10,020	3,285
Add: Loans to a subsidiary	13	–	–	411	644
Add: Cash and short-term deposits	16	83,964	95,081	18,131	19,775
Total financial assets at amortised cost		104,902	111,128	28,562	23,704

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

15. Trade and other receivables (cont'd)

(a) Trade and other receivables

Trade receivables, including amounts due from subsidiaries, are non-interest bearing and are generally on 30 to 90 days' terms (2024: 30 to 90 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Sundry receivables are non-interest bearing and are to be repaid in cash. These include liquidation consideration receivable of approximately \$5,055,000 (Note 12(f)).

(b) Receivables that are impaired

Trade and non-trade receivables that are individually determined to be impaired at the end of the reporting period relate to debtors who have defaulted on payments. These receivables are not secured by any collateral or credit enhancements.

Expected credit losses

The movement in allowance for expected credit losses of trade and non-trade receivables, including amounts due from subsidiaries, computed based on lifetime ECL are as follows:

	Group		Company
	2025	2024	2025
	\$'000	\$'000	\$'000
Movement in allowance account:			
At beginning of the year	407	418	–
Charge to/(reversal from) profit or loss	252	(1)	3,577
Written off	(276)	–	–
Exchange differences	7	(10)	–
At end of the year	390	407	3,577

During the financial year, impairment of \$252,000 and \$3,577,000 (2024: reversal of impairment of \$1,000 and Nil) was recognised in the statement of profit or loss of the Group and the Company respectively.

(c) Related party receivables

Amounts due from subsidiaries (trade and non-trade) are unsecured, non-interest bearing, repayable on demand and are to be repaid in cash.

The carrying amount of total trade and other receivables are denominated in the following currencies:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Singapore Dollar	605	920	4,965	3,285
United States Dollar	6,155	5,461	–	–
Ringgit Malaysia	5,689	5,729	–	–
Renminbi	3,429	3,583	–	–
Others*	5,060	354	5,055	–
	20,938	16,047	10,020	3,285

* Others include liquidation consideration receivable of approximately \$5,055,000.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

16. Cash and short-term deposits

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Cash at banks and on hand	8,054	10,840	1,531	1,775
Deposits with licensed banks	75,910	84,241	16,600	18,000
Cash and short-term deposits	83,964	95,081	18,131	19,775
Less: Bank deposits with maturity more than three months	(47,686)	(61,270)	(5,900)	(11,500)
Cash and cash equivalents	36,278	33,811	12,231	8,275

Cash and short-term deposits are denominated in the following currencies:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Singapore Dollar	19,607	19,872	18,120	19,759
United States Dollar	1,646	3,050	11	16
Ringgit Malaysia	59,288	61,789	–	–
Renminbi	3,363	3,713	–	–
Others	60	6,657	–	–
	83,964	95,081	18,131	19,775

Cash at banks earns interest at floating rates based on daily bank deposits rates. Short-term deposits, other than those with maturity more than three months, are made for varying periods of between seven days and three months depending on the immediate cash requirements of the Group, and earn interests at the respective short-term deposit rates. The weighted average effective interest rate of short-term deposits as at 31 July 2025 for the Group and the Company were 2.9% (2024: 3.2%) and 2.1% (2024: 3.8%) respectively.

Cash at banks of \$3,363,000 (2024: \$3,847,000) held in People's Republic of China are subject to local exchange control restrictions. These regulations place restriction on the amount of currency being exported other than through dividends and trade-related transactions.

17. Share capital

	Group and Company			
	2025		2024	
	No. of shares '000	\$'000	No. of shares '000	\$'000
Issued and fully paid ordinary shares:				
Balance at beginning and end of the year	122,806	35,727	122,806	35,727

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restriction, and have no par value.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

18. Other reserves

(a) Foreign currency translation reserve

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. It also includes the cumulative exchange differences arising on monetary items that form part of the Group's net investment in foreign operations.

(b) Statutory reserve fund

In accordance with the Foreign Enterprise Law applicable to the subsidiary in the People's Republic of China ("PRC"), the subsidiary is required to make an appropriation to a Statutory Reserve Fund ("SRF"). At least 10% of the statutory after tax profits as determined in accordance with the applicable PRC accounting standards and regulations must be allocated to the SRF until the cumulative total of SRF reaches 50% of the subsidiary's registered capital. Subject to approval from the relevant PRC authorities, the SRF may be used to offset any accumulated losses or increase the registered capital of the subsidiary. The SRF is not available for dividend distribution to shareholders.

(c) Capital reserve

Capital reserve includes the shares of subsidiaries received by the Company arising from bonus issue. Capital reserve also accounted for the flow-through effects of investee company's accounting for capital reserves.

In previous financial year, capital reserve also included a legal reserve set up by the subsidiary incorporated in Taiwan. The regulation in Taiwan requires the subsidiary to set aside a legal reserve of 10% of its annual net income (less losses of prior years, if any) before it declares any part of such net profits as dividends and/or bonuses until the accumulated reserve equals the total paid up share capital. Upon deconsolidation of the subsidiary, this reserve has been reclassified to retained earnings.

19. Loans and borrowings

			Group		Company	
	Note	Maturity	2025	2024	2025	2024
			\$'000	\$'000	\$'000	\$'000
Current						
Lease liabilities (secured)	11		1,059	1,635	28	52
Bank loans (unsecured)		2025	13,950	12,858	4,507	1,888
			15,009	14,493	4,535	1,940
Non-current						
Lease liabilities (secured)	11		1,862	2,677	7	35
Bank loans (unsecured)		2026 – 2027	1,214	8,825	–	95
			3,076	11,502	7	130
Total loans and borrowings			18,085	25,995	4,542	2,070

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

19. Loans and borrowings (cont'd)

(a) Bank loans

The bank loans of the Group and the Company bore interest between 3.0% and 5.1% (2024: between 3.2% and 5.1%), and between 3.0% and 3.3% (2024: between 3.2% and 5.1%) per annum respectively.

(b) Lease liabilities

The lease liabilities of the Group and the Company bore interest between 4.2% and 7.2% (2024: between 3.2% and 7.2%), and between 7.0% and 7.2% (2024: between 7.0% and 7.2%) per annum respectively.

A reconciliation of movement of liabilities to cash flows arising from financing activities is as follows:

Group	1 August 2024 \$'000	Cash flows \$'000	Non-cash items			31 July 2025 \$'000
			Acquisitions \$'000	Foreign exchange movement \$'000	Others \$'000	
Bank loans						
- Current	12,858	(7,324)	–	447	7,969	13,950
- Non-current	8,825	–	–	358	(7,969)	1,214
Lease liabilities						
- Current	1,635	(2,053)	–	11	1,466	1,059
- Non-current	2,677	–	724	17	(1,556)	1,862
Total	25,995	(9,377)	724	833	(90)	18,085

Group	1 August 2023 \$'000	Cash flows \$'000	Non-cash items			31 July 2024 \$'000
			Acquisitions \$'000	Foreign exchange movement \$'000	Others \$'000	
Bank loans						
- Current	11,025	(12,783)	–	(141)	14,757	12,858
- Non-current	17,129	6,660	–	(207)	(14,757)	8,825
Lease liabilities						
- Current	1,623	(2,102)	–	(18)	2,132	1,635
- Non-current	1,914	–	3,618	(21)	(2,834)	2,677
Total	31,691	(8,225)	3,618	(387)	(702)	25,995

The 'Others' column relates to the lease modification, lease disposal upon deconsolidation of KEST, and reclassification of non-current portion of loans and borrowings.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

19. Loans and borrowings (cont'd)

The carrying amounts of total loans and borrowings are denominated in the following currencies:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Singapore Dollar	6,284	3,474	4,542	2,070
United States Dollar	215	282	–	–
Ringgit Malaysia	9,684	20,865	–	–
Renminbi	1,902	1,287	–	–
Others	–	87	–	–
	18,085	25,995	4,542	2,070

20. Income tax

(a) Major components of income tax expense

The major components of income tax expense for the financial years ended 31 July 2025 and 2024 are:

	Group	
	2025 \$'000	2024 \$'000
<u>Statement of profit or loss and other comprehensive income</u>		
<i>Current income tax:</i>		
- Current income tax	1,035	1,036
- (Over)/under provision in respect of previous years	(250)	13
	785	1,049
<i>Deferred tax:</i>		
- Origination and reversal of temporary differences	(584)	25
- (Over)/under provision in respect of previous years	(3)	2
	(587)	27
Income tax expense recognised in the statement of profit or loss and other comprehensive income	198	1,076

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

20. Income tax (cont'd)

(b) Relationship between tax expense and accounting (loss)/profit

The reconciliation between tax expense and the product of accounting (loss)/profit before taxation multiplied by the applicable corporate tax rate for the financial years ended 31 July 2025 and 2024 is as follows:

	Group	
	2025	2024
	\$'000	\$'000
(Loss)/profit before tax	(6,907)	3,336
Tax calculated at statutory tax rate of 17% (2024: 17%)	(1,174)	567
Adjustments:		
Non-deductible expenses	381	161
Income not subject to tax	(48)	(117)
Effect of different tax rates on foreign income	(258)	176
Benefits from previously unrecognised deferred tax assets	–	(1,284)
Deferred tax assets not recognised	1,550	1,558
(Over)/under provision in respect of previous years		
- Current income tax	(250)	13
- Deferred tax	(3)	2
Income tax expense recognised in the statement of profit or loss and other comprehensive income	198	1,076

(c) Deferred tax

Deferred tax as at 31 July relates to the following:

	Group		Group	
	Statement of financial position		Statement of profit or loss and other comprehensive income	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<i>Deferred tax liabilities:</i>				
Differences in depreciation for tax purposes	2,053	2,540	(591)	(769)
Other deductible temporary differences	(529)	(512)	5	969
	1,524	2,028	(586)	200
<i>Deferred tax assets:</i>				
Differences in depreciation for tax purposes	(600)	(615)	(1)	(608)
Unabsorbed capital allowances	(1,207)	(1,158)	(1)	(266)
Other deductible temporary differences	(10)	(12)	1	701
	(1,817)	(1,785)	(1)	(173)
Deferred tax (credits)/expenses recognised in the statement of profit or loss and other comprehensive income			(587)	27

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

20. Income tax (cont'd)

(d) Unrecognised tax benefits

At the end of the reporting period, the Group has unutilised tax losses, unabsorbed capital allowances, differences in depreciation for tax purposes and other temporary differences of approximately \$52,253,000 (2024: \$46,765,000), \$11,122,000 (2024: \$9,684,000), \$7,238,000 (2024: 6,829,000) and \$4,417,000 (2024: \$4,545,000) respectively, that are available for offset against future taxable profits of the companies in which the losses arose, for which no deferred tax asset is recognised due to uncertainty of their recoverability. The use of these tax losses is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation of the respective countries in which the companies operate. The tax losses in Mainland China and Malaysia can be carried forward for 5 years and 10 years respectively. The tax losses in Singapore and USA have no expiry date.

21. Trade and other payables

		Group		Company	
	Note	2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Trade and other payables:					
- Trade payables		3,661	3,323	–	–
- Accrued operating expenses		4,368	5,162	1,077	1,086
- Sundry payables		6,439	6,495	99	22
		14,468	14,980	1,176	1,108
Add: Loans and borrowings	19	18,085	25,995	4,542	2,070
Total financial liabilities carried at amortised cost		32,553	40,975	5,718	3,178

Trade payables and sundry payables

These amounts are non-interest bearing and are normally settled on 30 to 90 days' terms.

The carrying amounts of trade and other payables are denominated in the following currencies:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Singapore Dollar	3,049	2,861	1,176	1,108
United States Dollar	4,960	4,699	–	–
Ringgit Malaysia	3,882	4,272	–	–
Renminbi	2,469	1,733	–	–
Others	108	1,415	–	–
	14,468	14,980	1,176	1,108

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

22. Defined benefit liabilities

The Group operates two (2024: two) unfunded defined benefit plans. The level of benefit provided depends on eligible employees' length of service and their salary in their final years leading up to retirement.

The amount included in the consolidated statements of financial position arising from the Group's obligations in respect of its defined benefit plans is as follows:

	Group	
	2025	2024
	\$'000	\$'000
Present value of defined benefit obligations, representing net defined benefit liabilities:		
- Non-current	1,913	1,675

Changes in present value of the defined benefit obligations are as follows:

		Group	
	Note	2025	2024
		\$'000	\$'000
Balance at beginning of the year		1,675	1,534
Current service costs	6	98	85
Interest costs	7	47	51
Remeasurement loss on defined benefit plans			
- Actuarial loss arising from changes in financial assumptions		24	23
Currency realignment		69	(18)
Balance at end of the year		1,913	1,675

The components of amounts recognised in profit or loss and in other comprehensive income in respect of the defined benefit plans are as follows:

Reported in profit or loss

	Group	
	2025	2024
	\$'000	\$'000
Current service costs	98	85
Interest costs	47	51
	145	136

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

22. Defined benefit liabilities (cont'd)

Remeasurement loss recognised in other comprehensive income

	Group	
	2025	2024
	\$'000	\$'000
Remeasurement loss arising from changes in financial assumptions	24	23

The principal assumptions used in determining the obligations for the defined benefit plans are shown below:

	Group	
	2025	2024
Discount rates	3.61% to 3.65%	3.85% to 3.93%
Expected rate of future salary increases	4.3%	4.3%

The sensitivity analysis below has been determined based on reasonably possible changes of each significant assumption on the defined benefit obligation as of the end of the reporting period. Assuming all other assumptions were held constant, the Group's defined benefit liabilities would be higher/(lower) by:

		Group	
	Increase/ (decrease)	2025	2024
		\$'000	\$'000
Discount rates	0.25%	(25)	(26)
	(0.25%)	25	26
Expected rate of future salary increases	0.25%	25	26
	(0.25%)	(25)	(26)

The duration of the defined benefit obligations at the end of the reporting period is 4 to 7 years (2024: 5 to 8 years).

23. Commitments

(a) Capital commitments

Capital expenditure as at the end of reporting date is as follows:

	Group	
	2025	2024
	\$'000	\$'000
<u>Property, plant and equipment</u>		
- Authorised and contracted for	5,891	1,247

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

23. Commitments (cont'd)

(b) Financial instruments

Derivatives included in the statement of financial position at 31 July are as follows:

Group	Note	2025	2024
		Liabilities \$'000	Assets \$'000
Forward currency contracts	25(b)	(31)	30

As at 31 July 2025, the Group held nineteen (2024: thirteen) forward currency contracts, with total outstanding notional amounts of \$3,774,000 (2024: \$3,330,000). The outstanding forward contracts mature within 3 months (2024: 3 months).

The Group does not apply hedge accounting.

(c) Guarantees

As at 31 July 2025, the Company has provided corporate guarantees to the financial institutions for one of its subsidiaries in connection with loans and borrowings amounting to \$1,135,000 (2024: \$917,000).

24. Related party disclosures

Other than the related party information disclosed elsewhere in the financial statements, there is no other significant transactions between the Group and related parties.

Compensation of key management personnel

	Group	
	2025 \$'000	2024 \$'000
Salaries, bonuses and fees	2,402	2,747
CPF and other defined contributions	51	155
Total compensation paid to key management personnel	2,453	2,902

The remuneration of key management personnel are determined having regard to the performance of individuals and market trends.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

25. Fair value of assets and liabilities

(a) Fair value hierarchy

The Group categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

- Level 1 Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date,
- Level 2 Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and
- Level 3 Unobservable inputs for the asset or liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

There has been no transfer between levels of fair value measurements during the financial years ended 31 July 2025 and 2024.

(b) Assets and liabilities measured at fair value

The following table shows an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period:

Group	Note	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Total \$'000
2025				
<u>Financial assets/(liabilities):</u>				
Equity securities at FVPL:				
- Investment securities (quoted)		3,680	–	3,680
<u>Derivatives:</u>				
- Forward currency contracts	23(b)	–	(31)	(31)
At 31 July 2025		3,680	(31)	3,649
2024				
<u>Financial assets/(liabilities):</u>				
Equity securities at FVPL:				
- Investment securities (quoted)		4,559	–	4,559
<u>Derivatives:</u>				
- Forward currency contracts	23(b)	–	30	30
At 31 July 2024		4,559	30	4,589

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

25. Fair value of assets and liabilities (cont'd)

(c) Level 2 fair value measurements

The following is a description of the valuation techniques and inputs used in the fair value measurement for assets and liabilities that are categorised within Level 2 of the fair value hierarchy:

Derivatives

Forward currency contracts are valued using a valuation technique with market observable inputs. The most frequently applied valuation techniques include forward pricing model, using present value calculations. The model incorporates various inputs including foreign exchange spot and forward rates as well as forward rate curves.

(d) Assets and liabilities not measured at fair value and whose carrying amounts are reasonable approximation of fair value

Loans to a subsidiary (Note 13), trade and other receivables (Note 15), trade and other payables (Note 21), cash and short-term deposits (Note 16) and loans and borrowings (Note 19)

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values, either due to their short-term nature or that they are instruments that are priced to market interest rates on or near the end of the reporting period.

26. Financial risk management objectives and policies

The Group's overall risk management programme seeks to minimise potential adverse effects on financial performance of the Group that these risks may expose.

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk, foreign currency risk and market price risk. The Board of Directors reviews policies and procedures for the management of these risks. The Audit and Risk Committee provides independent oversight to the effectiveness of the risk management process. It is, and has been, throughout the current and previous financial year, the Group's policy that no trading in derivatives for speculative purposes shall be undertaken.

The following sections provide details regarding the Group's and the Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risks.

(a) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group's and the Company's exposure to interest rate risks arises primarily from their loans and borrowings. The Group obtains additional financing through bank borrowings and leasing arrangements.

The Group's interest-bearing financial assets are mainly short-term in nature, where the surplus funds are placed with reputable licensed banks and financial institutions.

The Group's policy is to obtain the most favourable interest rates available.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

26. Financial risk management objectives and policies (cont'd)

(a) Interest rate risk (cont'd)

Sensitivity analysis for interest rate risk

At the end of the reporting period, if interest rates had been 100 (2024: 100) basis points higher/lower with all other variables held constant, the Group's and the Company's loss before tax (2024: profit before tax) would have been \$179,000 (2024: \$239,000) and \$30,000 (2024: \$18,000) higher/lower (2024: lower/higher) respectively arising mainly as a result of higher/lower interest expense on floating rate loans and borrowings.

(b) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group has transactional currency exposures arising from sales and purchases that are denominated in currency other than the respective functional currencies of Group entities, primarily United States Dollar ("USD").

The Group and the Company also hold cash and cash equivalents denominated in foreign currencies (Note 16) for working capital purposes.

The Group is also exposed to currency translation risk arising from its net investments in foreign operations, namely Malaysia, United States, Mainland China and Philippines. The Group's net investments in foreign operations are not hedged as these currency positions are considered to be long-term in nature.

Sensitivity analysis for foreign currency risk

The following table demonstrates the increase/(decrease) in the Group's (loss)/profit before tax to a reasonably possible change in the USD exchange rate against Ringgit Malaysia ("RM") with all other variables held constant:

	Group	
	2025	2024
	\$'000	\$'000
USD/RM - strengthened 1% (2024: 1%)	(39)	38
USD/RM - weakened 1% (2024: 1%)	39	(38)

(c) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's cash and short-term deposits, operating cash flows, availability of banking facilities and debt maturity profile are actively managed to ensure adequate working capital requirements and that repayment and funding needs are met. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

26. Financial risk management objectives and policies (cont'd)

(c) Liquidity risk (cont'd)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's financial assets used for managing liquidity risk and financial liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

Group	1 year or less \$'000	1 to 5 years \$'000	Total \$'000
31 July 2025			
<u>Financial assets:</u>			
Investment securities	3,680	–	3,680
Trade and other receivables	20,576	378	20,954
Cash and short-term deposits	83,964	–	83,964
Total undiscounted financial assets	108,220	378	108,598
<u>Financial liabilities:</u>			
Trade and other payables	(14,468)	–	(14,468)
Derivatives	(31)	–	(31)
Lease liabilities	(1,173)	(1,959)	(3,132)
Loans and borrowings (excluding lease liabilities)	(14,197)	(1,228)	(15,425)
Total undiscounted financial liabilities	(29,869)	(3,187)	(33,056)
Total net undiscounted financial assets/(liabilities)	78,351	(2,809)	75,542
31 July 2024			
<u>Financial assets:</u>			
Investment securities	4,559	–	4,559
Derivatives	30	–	30
Trade and other receivables	15,535	522	16,057
Cash and short-term deposits	95,081	–	95,081
Total undiscounted financial assets	115,205	522	115,727
<u>Financial liabilities:</u>			
Trade and other payables	(14,980)	–	(14,980)
Lease liabilities	(1,807)	(2,869)	(4,676)
Loans and borrowings (excluding lease liabilities)	(13,620)	(9,054)	(22,674)
Total undiscounted financial liabilities	(30,407)	(11,923)	(42,330)
Total net undiscounted financial assets/(liabilities)	84,798	(11,401)	73,397

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

26. Financial risk management objectives and policies (cont'd)

(c) Liquidity risk (cont'd)

Analysis of financial instruments by remaining contractual maturities (cont'd)

Company	1 year or less \$'000	1 to 5 years \$'000	Total \$'000
31 July 2025			
<u>Financial assets:</u>			
Investment securities	444	–	444
Trade and other receivables	10,020	–	10,020
Loans to a subsidiary	247	181	428
Cash and short-term deposits	18,131	–	18,131
Total undiscounted financial assets	28,842	181	29,023
<u>Financial liabilities:</u>			
Trade and other payables	(1,176)	–	(1,176)
Lease liabilities	(30)	(7)	(37)
Loans and borrowings (excluding lease liabilities)	(4,519)	–	(4,519)
Total undiscounted financial liabilities	(5,725)	(7)	(5,732)
Total net undiscounted financial assets	23,117	174	23,291
31 July 2024			
<u>Financial assets:</u>			
Investment securities	382	–	382
Trade and other receivables	3,285	–	3,285
Loans to a subsidiary	266	479	745
Cash and short-term deposits	19,775	–	19,775
Total undiscounted financial assets	23,708	479	24,187
<u>Financial liabilities:</u>			
Trade and other payables	(1,108)	–	(1,108)
Lease liabilities	(57)	(37)	(94)
Loans and borrowings (excluding lease liabilities)	(1,983)	(98)	(2,081)
Total undiscounted financial liabilities	(3,148)	(135)	(3,283)
Total net undiscounted financial assets	20,560	344	20,904

As at the end of financial year, the contractual expiry of the Company's corporate guarantees matured within 1 year. This was based on the earliest period in which the corporate guarantee contracts could be called. The maximum amount of the corporate guarantee contracts are disclosed in Note 26(d)(ii).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

26. Financial risk management objectives and policies (cont'd)

(d) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including investment securities, cash and short-term deposits and derivatives), the Group and the Company minimise credit risk by dealing with high credit rating counterparties.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, trade receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. The Group has determined the default event on a financial asset to be when the counterparty fails to make contractual payments.

To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Group considers available reasonable and supportive forward-looking information which includes the following indicators:

- internal credit rating
- external credit rating as and when necessary
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations

The Group determined that its financial assets are credit-impaired when:

- there is a significant difficulty of the debtors
- a breach of contract such as a default or past due event
- it is becoming probable that the debtor will enter bankruptcy or other financial reorganisation

The Group categorises a receivable for potential write-off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan. Where receivables have been written off, the Group continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

Exposure to credit risk

At the end of the reporting period, the Group's and the Company's maximum exposure to credit risk is represented by:

- (i) the carrying amount of each class of financial assets recognised in the statement of financial position, including derivatives with positive fair values; and
- (ii) a nominal amount of \$1,135,000 (2024: \$917,000) relating to corporate guarantees provided by the Company to the financial institutions for one of its subsidiaries' loans and borrowings.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

26. Financial risk management objectives and policies (cont'd)

(d) Credit risk (cont'd)

Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring the country and industry sector profile of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's trade receivables, net of allowance, at the end of the reporting period is as follows:

Group	2025		2024	
	\$'000	% of total	\$'000	% of total
By country:				
Singapore	1,135	8	2,041	15
Malaysia	7,758	55	6,836	50
Mainland China	3,398	24	3,512	25
Other Asian markets*	96	1	181	1
United States	918	6	479	4
Others	891	6	730	5
	14,196	100	13,779	100
By industry sectors:				
Burn-in and testing	14,196	100	13,779	100

* Classified under "Other Asian markets" are Taiwan and Thailand.

At the end of the reporting period, approximately:

- (i) 66% (2024: 72%) of the Group's trade receivables were due from 3 (2024: 4) major customers who are in the semiconductor industry; and
- (ii) 48% (2024: 94%) of the Company's receivables were balances with related parties.

Trade receivables

For trade receivables, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognise a loss allowance based on lifetime ECLs at each reporting date. The Group and the Company determine expected credit losses of trade receivables by making debtor-specific assessment of expected impairment loss for long overdue trade receivables and using a provision matrix for remaining trade receivables that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

26. Financial risk management objectives and policies (cont'd)

(d) Credit risk (cont'd)

Trade receivables (cont'd)

	Trade receivables past due			
	1 to 90 days	91 to 180 days	More than 180 days	Total
	\$'000	\$'000	\$'000	\$'000
Group				
As at 31 July 2025				
Trade receivables	1,196	–	390	1,586
Allowance for impairment	–	–	(390)	(390)
Trade receivables - net	1,196	–	–	1,196
As at 31 July 2024				
Trade receivables	1,011	118	522	1,651
Allowance for impairment	–	–	(407)	(407)
Trade receivables - net	1,011	118	115	1,244
Company				
As at 31 July 2025				
Trade receivables	439	149	1,537	2,125
Allowance for impairment	(439)	(149)	(1,537)	(2,125)
Trade receivables - net	–	–	–	–
As at 31 July 2024				
Trade receivables	213	178	747	1,138

(e) Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group and the Company are exposed to market price risk arising from its investments in quoted equity instruments. These instruments are quoted on the SGX-ST in Singapore and Bursa Malaysia Securities Berhad in Malaysia, and are classified as held for trading. The Group does not have exposure to commodity price risk.

The Group's objective is to manage investment returns and equity price risk by investing in companies operating mainly in Singapore and Malaysia which are publicly traded.

Sensitivity for market price risk

At the end of the reporting period, if the share price of the quoted equity instruments had been 5% (2024: 5%) higher/lower with all other variables held constant, the Group's and the Company's loss before tax (2024: profit before tax) would have been \$184,000 (2024: \$228,000) and \$22,000 (2024: \$19,000) lower/higher (2024: higher/lower) respectively, arising as a result of higher/lower fair value gain on investment securities.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

27. Capital management

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the financial years ended 31 July 2025 and 2024.

As disclosed in Note 18, a subsidiary of the Group is required by the Foreign Enterprise Law of the People's Republic of China ("PRC") to contribute to and maintain a non-distributable statutory reserve fund whose utilisation is subject to approval by the relevant PRC authorities. This externally imposed capital requirement has been complied with by the above-mentioned subsidiary for the financial years ended 31 July 2025 and 2024.

The Group will continue to be guided by prudent financial policies of which gearing is an important aspect. The Group includes within net debt, loans and borrowings less cash and short-term deposits. Capital includes equity attributable to owners of the Company less statutory reserve fund.

		Group	
	Note	2025 \$'000	2024 \$'000
Cash and short-term deposits	16	83,964	95,081
Less: Loans and borrowings	19	(18,085)	(25,995)
Net cash		65,879	69,086
Total equity attributable to owners of the Company		69,236	73,875
Less: Statutory reserve fund		(860)	(860)
		68,376	73,015

At the end of the reporting period, the Group's cash and short-term deposits exceed its loans and borrowings. Therefore, gearing ratio is not meaningful to the Group.

28. Segment information

For management purposes, the Group is organised into business units based on their products and services, and has the following reportable business segments:

- (i) burn-in and testing segment is in the business of burn-in and test related activities.
- (ii) others segment involves Group-level corporate services, treasury and investments functions, and consolidation adjustments which are not directly attributable to particular business segment above.

Except as indicated above, no other operating segment has been aggregated to form the above reportable operating segments.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

28. Segment information (cont'd)

Key management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which in certain respects, as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements. Group financing (including finance costs) and income taxes are managed on a group basis and are not allocated to operating segments.

Transfer prices between operating segments are at terms agreed between the related parties, in a manner similar to transactions with third parties.

	Burn-in and testing services \$'000	Others \$'000	Consolidated \$'000
2025			
Revenue:			
External customers	72,982	–	72,982
Results:			
Segment (loss)/profit	(9,058)	627	(8,431)
Interest income			2,582
Finance costs			(1,058)
Loss before tax			(6,907)
Income tax expense			(198)
Loss for the year			(7,105)
Other information:			
Depreciation of property, plant and equipment	15,059	64	15,123
Additions to property, plant and equipment	6,671	22	6,693
2024			
Revenue:			
External customers	82,035	–	82,035
Results:			
Segment (loss)/profit	2,184	(84)	2,100
Interest income			2,641
Finance costs			(1,405)
Profit before tax			3,336
Income tax expense			(1,076)
Profit for the year			2,260
Other information:			
Depreciation of property, plant and equipment	15,049	94	15,143
Additions to property, plant and equipment	11,565	16	11,581

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

28. Segment information (cont'd)

(a) Geographical information

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Revenue		Non-current assets**	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Singapore	5,348	13,316	317	1,258
Malaysia	43,671	45,221	38,730	45,415
Mainland China	12,818	13,883	4,598	4,115
United States	5,704	3,725	183	271
Others*	5,441	5,890	118	286
	72,982	82,035	43,946	51,345

* Others refer to other Asian markets, European markets and Middle East markets.

** Non-current assets consist of property, plant and equipment.

(b) Information about major customers

The Group's customer base includes 3 (2024: 4) customers from burn-in and testing segment, with whom transactions have exceeded 10% of the Group's revenue. Revenue generated from these customers amounted to approximately \$48 million (2024: \$62 million).

29. Dividends

	Group and Company	
	2025	2024
	\$'000	\$'000
Proposed but not recognised as a liability as at 31 July:		
First and final ordinary tax exempt (one-tier) dividend for 2025 at 0.2 cent (2024: Nil) per share	246	–

30. Litigation

On 1 May 2019, a complaint was filed in the District Court in Midland County, Texas by Weatherford International, LLC and Weatherford U.S. L.P. ("Claimants") against KES (USA) Inc., a predecessor entity of the Company's wholly-owned subsidiary, KES Systems, Inc. (the "Case").

The Claimants alleged that KESU Systems & Service, Inc., a predecessor entity of KES (USA) Inc., along with several other defendant companies and the City of Midland, ("Defendants") caused or contributed to environmental contamination at a certain property located in Midland, and seek reimbursement under Texas law for the cost of cleaning up such alleged contamination (the "Claim").

The City of Midland filed a Motion to Dismiss ("Motion") against the Claimants on the Claim. The District Court granted the Motion, dismissing the Claim as to the City of Midland. Claimants appealed the dismissal to the Texas Court of Appeals, which affirmed the dismissal, and the Supreme Court of Texas rejected Claimants' petition to review that decision.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 July 2025

30. Litigation (cont'd)

The Claimants subsequently filed a Notice of Non-Suit Without Prejudice (“Notice”) on the Claim asserted against all Defendants, which includes KES (USA) Inc. The Notice is to request the Court to dismiss the Claim against all Defendants without prejudice to the Claimants’ right to re-file the Case.

The Order of Nonsuit without Prejudice was issued by the District Court of Midland County, Texas on 10 October 2024. Accordingly, the Claim against KES (USA) Inc. has been dismissed. As there has been no further development on the Case, no provision has been recognised in respect of this matter.

31. Authorisation of financial statements for issue

The financial statements for the financial year ended 31 July 2025 were approved in accordance with a resolution of the directors on 26 September 2025.

SHAREHOLDERS' INFORMATION

As at 26 September 2025

Class of shares : Ordinary shares
Voting rights : One vote per ordinary share

DISTRIBUTION OF SHAREHOLDINGS

Size of Holdings	Number of Shareholders	%	Number of Shares	%
1 – 99	3	0.10	84	0.00
100 – 1,000	1,000	35.16	975,116	0.79
1,001 – 10,000	1,435	50.46	6,616,454	5.39
10,001 – 1,000,000	393	13.82	20,907,888	17.03
1,000,001 and above	13	0.46	94,306,458	76.79
Total	2,844	100.00	122,806,000	100.00

SUBSTANTIAL SHAREHOLDER

(as recorded in the Register of Substantial Shareholders)

Name	Number of Shares	%
Samuel Lim Syn Soo	67,466,666	54.94

TOP 20 SHAREHOLDERS

No.	Name	Number of Shares	%
1.	Samuel Lim Syn Soo	67,466,666	54.94
2.	United Overseas Bank Nominees (Private) Limited	4,084,500	3.33
3.	DBS Nominees (Private) Limited	3,916,500	3.19
4.	Phillip Securities Pte Ltd	3,840,992	3.13
5.	Citibank Nominees Singapore Pte Ltd	2,734,500	2.23
6.	Tan Teoh Khoon	2,130,000	1.73
7.	OCBC Nominees Singapore Private Limited	1,948,100	1.59
8.	Ang Ah Beng	1,901,500	1.55
9.	Goh Guan Siong (Wu YuanXiang)	1,466,800	1.19
10.	Raffles Nominees (Pte.) Limited	1,431,500	1.17
11.	Maybank Securities Pte. Ltd.	1,152,000	0.94
12.	UOB Kay Hian Private Limited	1,130,500	0.92
13.	OCBC Securites Private Limited	1,102,900	0.90
14.	Tan Chin Wah	834,200	0.68
15.	IFast Financial Pte. Ltd.	739,100	0.60
16.	CGS INTL Securities Singapore PL	682,700	0.56
17.	Gordon Cai Zhen Qiang or Wilson Cai WeiCheng	650,000	0.53
18.	Rajbhushan Buddhiraju or Anshu Kumar	527,000	0.43
19.	Yeo Wei Huang	501,000	0.41
20.	Tan Kok Siah	355,600	0.29
	Total	98,596,058	80.31

SHAREHOLDERS' INFORMATION

As at 26 September 2025

DIRECTORS' INTEREST AS AT 21 AUGUST 2025

Name of Directors	Number of Shares Held	
	Direct	Deemed
Samuel Lim Syn Soo	67,466,666	–
Kenneth Tan Teoh Khoon	2,130,000	–
Daniel Soh Chung Hian	–	–
Sandy Foo Fei Ying	–	–
Babak Alizadeh Taheri	–	–

TREASURY SHARES AND SUBSIDIARY HOLDINGS

Number of treasury shares: Nil

Number of subsidiary holdings: Nil

FREE FLOAT

As at 26 September 2025, approximately 43.3% of the issued ordinary shares of the Company were held by the public. Accordingly, the Company has complied with Rule 723 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Forty-Seventh Annual General Meeting (“AGM”) of Sunright Limited (the “Company”), will be held at Room 701, Level 7, NTUC Centre, 1 Marina Boulevard, Singapore 018989, on Friday, 21 November 2025 at 10.00 a.m., for the following purposes: -

Ordinary Business

- | | | |
|----|--|---------------------|
| 1. | To receive and adopt the Directors’ Statement and Audited Financial Statements for the financial year ended 31 July 2025 and the Auditor’s Report thereon. | Resolution 1 |
| 2. | To declare a tax exempt one-tier first and final dividend of 0.2 Singapore cent per ordinary share, for the financial year ended 31 July 2025 (“Final Dividend”). | Resolution 2 |
| 3. | To re-elect Mr Daniel Soh Chung Hian, a director retiring by rotation under Article 87 of the Company’s Constitution and who, being eligible, offer himself for re-election.
<i>[See Explanatory Notes below]</i> | Resolution 3 |
| 4. | To elect Dr. Babak Alizadeh Taheri, a director retiring under Article 94 of the Company’s Constitution and who, being eligible, offer himself for re-election.
<i>[See Explanatory Notes below]</i> | Resolution 4 |
| 5. | To approve the payment of Directors’ fees of S\$172,381 (2024: S\$150,000), in respect of the financial year ended 31 July 2025. | Resolution 5 |
| 6. | To re-appoint Messrs Ernst & Young LLP as Auditor of the Company and to authorise the Directors to fix their remuneration. | Resolution 6 |
| 7. | To transact any other business which may properly be transacted at an annual general meeting. | |

By Order of the Board

Adeline Lim Kim Swan
Company Secretary
27 October 2025

Explanatory Notes:

Resolution 3 – Mr Daniel Soh Chung Hian, upon re-election as Director of the Company, will remain as Lead Independent Director, Chairman of the Audit and Risk Committee and the Nominating Committee, and a member of the Remuneration Committee. He is considered an Independent Non-Executive Director.

Resolution 4 – Dr. Babak Alizadeh Taheri, upon re-election as Director of the Company, will remain as a member of the Audit and Risk Committee, Nominating Committee and Remuneration Committee. He is considered an Independent Non-Executive Director for the purpose of Rule 704(8) of the Listing Manual of SGX-ST.

Detailed information on Mr Daniel Soh Chung Hian and Dr. Babak Alizadeh Taheri who are proposed for re-election at the AGM can be found under “Board of Directors” and “Additional Information on Directors Seeking Re-Election at the AGM” in the Company’s Annual Report 2025.

NOTICE OF ANNUAL GENERAL MEETING

Important Notes:

1. **Format of Meeting.** The AGM will be held in a **wholly physical format**. Members and proxy(ies) have to attend the AGM in person as there will be **no option to participate virtually**.
2. **Notice of AGM and Proxy Form.** Printed copies of this Notice of AGM and accompanying Proxy Form will not be sent to members. Instead, they will be published on and can be accessed at the Company's website, at the URL https://www.sunright.com/eng/investor_relations.htm and SGX website, at the URL <https://www.sgx.com/securities/company-announcements>.
3. **Submission of Substantial and Relevant Questions Relating to the Agenda of the AGM**

Members may **submit the questions in advance of the AGM**, in the following manner:

- (a) by posting to Sunright Limited, c/o Complete Corporate Services Pte Ltd, 10 Anson Road, #29-07 International Plaza, Singapore 079903; or
- (b) by email to sunright-agm@complete-corp.com,

in either case, by **10.00 a.m. on 4 November 2025**.

When submitting questions by post or via email, please also provide your full name, NRIC (last 3 numerical digits and checksum)/Passport (last 4 numerical digits) Number/Company Registration Number, address and the manner in which you hold shares in the Company (e.g. via CDP, CPF or SRS).

The Company will endeavour to address the substantial and relevant questions and publish on its website, at the URL https://www.sunright.com/eng/investor_relations.htm and SGX website, at the URL <https://www.sgx.com/securities/company-announcements> **after trading hours on 14 November 2025**. If there are subsequent clarifications sought, or follow-up questions (which are related to the resolutions to be tabled for approval at the AGM) received after the cut-off time for the submission of questions which have not already been addressed prior to the AGM, these may be addressed at the AGM.

Where substantially similar questions are received, the Company will consolidate these questions. As such, not all questions will be addressed individually.

Members, duly appointed proxy(ies) and corporate representatives can also ask the questions at the AGM itself.

4. **Voting.** All the resolutions will be put to vote at the AGM (and at any adjournment thereof) by way of a poll.
5. **Appointment of Proxy(ies)**
 - (i) A member is entitled to appoint proxy(ies) to attend, speak and vote at the AGM on his/her/its behalf. A proxy needs not be a member of the Company.
 - (ii) A member (who is not a Relevant Intermediary) is entitled to appoint not more than two proxies. Where such member appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the Proxy Form.

"Relevant Intermediary" has the meaning ascribed to it in Section 181 of the Singapore Companies Act 1967.
 - (iii) A member who is a Relevant Intermediary, is entitled to appoint more than two proxies, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the Proxy Form.
 - (iv) Where a member appoints proxy(ies), he/she/it must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the Proxy Form, failing which the proxy(ies) may vote or abstain from voting at his/her/its discretion.
 - (v) A member can appoint the Chairman of the AGM as his/her/its proxy, but this is not mandatory.
 - (vi) The **Proxy Form must be duly completed, signed and submitted** in the following manner:
 - (a) by posting to Sunright Limited, c/o Complete Corporate Services Pte Ltd, 10 Anson Road, #29-07 International Plaza, Singapore 079903; or
 - (b) by email to sunright-agm@complete-corp.com,

in either case, **by 10.00 a.m. on 18 November 2025**, being 72 hours before the time appointed for holding the AGM. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the member attends the AGM in person and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant Proxy Form, to the AGM.

NOTICE OF ANNUAL GENERAL MEETING

(vii) CPF/SRS investors who hold the Company's shares:

- (a) may attend the AGM if they are appointed as proxies by their respective CPF Agent Banks/SRS Operators, and should contact their respective CPF Agent Banks/SRS Operators if they have any queries regarding their appointment as proxies; or
- (b) may appoint the Chairman of the AGM as proxy to vote on their behalf at the AGM, in which case they should approach their CPF Agent Banks/SRS Operators to submit their votes by 5.00 p.m. on 11 November 2025.

6. Any reference to a time of day is made by reference to Singapore time.

7. **Annual Report 2025.** Printed copy will not be sent to members. Instead, it will be published on and can be accessed at the Company's website, at the URL https://www.sunright.com/eng/investor_relations.htm and SGX website, at the URL <https://www.sgx.com/securities/company-announcements>. Nonetheless, a limited number has been printed for shareholders.

For members who still wish to receive a printed copy, he/she/it may submit his/her/its request by downloading the Request Form from the Company's website at the URL https://www.sunright.com/eng/investor_relations.htm. The duly completed Request Form must be submitted to and reach the Company no later than 7 November 2025.

Other Notes:

- 1. Printed copies of the Annual Report 2025 may be collected at the AGM (subject to availability), on a first come, first served basis.
- 2. The Company will record or take photograph during the AGM for its record archival and minutes purposes. By participating in the AGM, member(s), proxy(ies) and corporate representatives will be deemed to have consented to the Company's recording and/or taking photographs of him or her at the AGM.
- 3. We seek your understanding that **no refreshment will be served at the AGM.**

Personal Data Privacy:

By submitting the Proxy Form appointing proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company accepts and agrees that all personal data provided to the Company is subject to its Privacy Policy, which is available at www.sunright.com.

NOTICE OF BOOKS CLOSURE AND DIVIDEND PAYMENT DATE

NOTICE IS HEREBY GIVEN that subject to the approval of the members for the Final Dividend being obtained at the AGM, the Register of Members and the Transfer Books of the Company will be closed from 5.00 p.m. on 26 November 2025 for the purpose of determining members' entitlements to the Final Dividend.

Duly completed registrable transfers of the ordinary shares of the Company received by the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07 Keppel Bay Tower, Singapore 098632 up to 5.00 p.m. on 26 November 2025 will be registered before entitlements to the Final Dividend are determined.

Members whose Securities Account with The Central Depository (Pte) Limited are credited with ordinary shares of the Company as at 5.00 p.m. on 26 November 2025 will be entitled to the Final Dividend.

The Final Dividend, if approved by members at the AGM, will be paid on 11 December 2025.

By Order of the Board

Adeline Lim Kim Swan
Company Secretary
27 October 2025

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION AT THE AGM

(pursuant to Rule 720(6) and Appendix 7.4.1 of the Listing Manual)

Mr Daniel Soh Chung Hian and Dr. Babak Alizadeh Taheri are the retiring Directors who are seeking re-election at the AGM under Ordinary Resolutions 3 and 4 as set out in the Notice of AGM dated 27 October 2025.

Name of Director	Daniel Soh Chung Hian	Babak Alizadeh Taheri
Date of Appointment	3 December 2018	22 November 2024
Date of last re-appointment	21 November 2022	NA
Age	71	63
Country of principal residence	Singapore	United States of America
The Board's comments on this re-election / appointment (including rationale, selection criteria, board diversity considerations and the search and nomination process)	The re-election of Mr Daniel Soh as Director, was recommended by the Nominating Committee and approved by the Board; after taking into consideration his qualifications, professional expertise and experience, and his contributions to the Board. Mr Daniel Soh had abstained from making any recommendation and/or deliberating in respect of his own nomination. Upon re-election, Mr Daniel Soh will continue to serve as Chairman of the Audit and Risk Committee and the, Nominating Committee and a member of the Remuneration Committee. The Board is of the view that the present Board composition provides an appropriate balance and diversity of skillsets, gender, age, tenure, experience and expertise as well as level of independence to enable it to provide effective leadership and direction.	The re-election of Dr. Babak Alizadeh Taheri as Director, was recommended by the Nominating Committee and approved by the Board; after taking into consideration his qualifications, experience, expertise and knowledge in the semiconductor industry, and his overall contributions since he joined the Board. Dr. Babak Alizadeh Taheri had abstained from making any recommendation and/or deliberating in respect of his own nomination. Upon re-election, Dr. Babak Alizadeh Taheri will continue to serve as a member of the Audit and Risk Committee, Nominating Committee and Remuneration Committee. The Board is of the view that the present Board composition provides an appropriate balance and diversity of skillsets, gender, age, tenure, experience and expertise as well as level of independence to enable it to provide effective leadership and direction.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member, etc.)	- Lead Independent Director - Chairman of Audit and Risk Committee - Chairman of Nominating Committee - Member of Remuneration Committee	- Independent Non-Executive Director - Member of Audit and Risk Committee - Member of Nominating Committee - Member of Remuneration Committee

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION AT THE AGM

(pursuant to Rule 720(6) and Appendix 7.4.1 of the Listing Manual)

Name of Director	Daniel Soh Chung Hian	Babak Alizadeh Taheri
Professional qualifications	Bachelor of Accountancy from the then University of Singapore, Master of Business Administration from The International Management Centres of the United Kingdom and a Fellow Member of the Institute of Singapore Chartered Accountants	Bachelor of Science in Engineering, San Francisco State University, Master of Science in Electrical Engineering, San Jose State University, and Ph.D. in Biomedical Engineering, University of California, Davis
Working experience and occupation(s) during the past 10 years	Company Director	- Aug 2019 to Present: Chief Executive Officer ("CEO") and Director of Silvaco Group, Inc. - Jun 2016 to Present: Advisory Board Chair of Electrical Engineering Department at the University of California, Davis - Jan 2000 to Present: CEO and President of Integrated Biosensing Technologies - Jun 2021 to May 2022: Director, Parisi House on The Hill - 2019 to 2021: Director, ESDA Alliance - Oct 2018 to Aug 2019: Chief Technology Officer ("CTO") and Executive Vice President of Products, Silvaco Inc. - Jan 2012 to Jan 2018: Advisory Board, MEMS World Summit - May 2016 to May 2017: Acting CTO and advisor to CEO, Novasentis, Inc.
Shareholding interest in the listed issuer and its subsidiaries	No	No
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	No	No
Conflict of interest (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION AT THE AGM

(pursuant to Rule 720(6) and Appendix 7.4.1 of the Listing Manual)

Name of Director	Daniel Soh Chung Hian	Babak Alizadeh Taheri
Other principal commitments including directorships		
Past (for the last 5 years):	<u>Directorships</u> - Lum Chang Holdings Limited - British and Malayan Trustees Limited - Agency for Integrated Care Pte Ltd - British and Malayan Holdings Limited	<u>Directorships</u> - Parisi House on The Hill - ESDA Alliance
Present:	<u>Directorship in Listed Company</u> - VICOM Ltd - Intraco Limited <u>Directorship in Non-Listed Company</u> Nil <u>Major Appointments (other than Directorships)</u> Nil	<u>Directorship in Listed Company</u> - Silvaco Group, Inc. <u>Directorship in Non-Listed Company</u> - Silvaco Japan Co., Ltd. <u>Major Appointments (other than Directorships)</u> - CEO and President, Integrated Biosensing Technologies - Advisory Board Chair, Electrical Engineering Department at the University of California, Davis

Information required

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.

- 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?
- 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?
- Whether there is any unsatisfied judgement against him?
- 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?
- 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?

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION AT THE AGM

(pursuant to Rule 720(6) and Appendix 7.4.1 of the Listing Manual)

- (f) Whether at any time during the last 10 years, judgement 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?
- (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?
- (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?
- (i) Whether he has ever been the subject of any order, judgement or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?
- (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
 - (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
 - (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
 - (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?
- (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?

Mr Daniel Soh Chung Hian's and Dr. Babak Alizadeh Taheri's responses to the above-mentioned items (a) to (k) were all "No".



SUNRIGHT LIMITED
Co. Reg. No. 197800523M
(Incorporated in the Republic of Singapore)

**FORTY-SEVENTH ANNUAL GENERAL MEETING (“AGM”)
PROXY FORM**

IMPORTANT

1. Relevant intermediary as defined in Section 181 of the Singapore Companies Act 1967 may appoint more than two proxies to attend, speak and vote at the AGM.
2. For CPF/SRS investors who have used their CPF/SRS monies to buy shares in the Company, this Proxy Form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by them. CPF/SRS investors should contact their respective Agent Banks/SRS Operators if they have any queries regarding their appointment as proxies.
3. Please read the notes overleaf which contain instructions on, *inter alia*, the appointment of proxy(ies) to attend, speak and vote on a member's behalf, at the AGM.
4. By submitting this Proxy Form, the member accepts and agrees that all personal data provided to the Company is subject to its Privacy Policy, which is available at www.sunright.com.

I/We _____ (Full Name), NRIC/Passport/Company Registration No. _____

of _____ (Full Address)

being a member/members of Sunright Limited (the “Company”), hereby appoint

Name	NRIC/Passport Number	Proportion of Shareholdings (see Note 3)	
		Number of Shares	%
Address			

and/or (delete as appropriate)

Name	NRIC/Passport Number	Proportion of Shareholdings (see Note 3)	
		Number of Shares	%
Address			

or failing either or both of the persons referred to above, the Chairman of the AGM, as my/our proxy/proxies to attend, speak and vote for me/us on my/our behalf at the AGM to be held at Room 701, Level 7, NTUC Centre, 1 Marina Boulevard, Singapore 018989 on Friday, 21 November 2025 at 10.00 a.m. and at any adjournment thereof.

I/We direct my/our proxy(ies) to vote for or against, or abstain from voting the resolutions proposed at the AGM as indicated hereunder. If no specific direction in respect of a resolution is given or in the event of any item arising not summarised below, my/our proxy(ies) may vote or abstain from voting at his/her discretion.

Resolutions	For*	Against*	Abstain*
Ordinary Business			
1. Adoption of the Directors' Statement and Audited Financial Statements together with the Auditor's Report thereon			
2. Declaration of Final Dividend			
3. Re-election of Mr Daniel Soh Chung Hian as Director			
4. Re-election of Dr. Babak Alizadeh Taheri as Director			
5. Approval of Directors' fees			
6. Re-appointment of Auditor and authorisation for Directors to fix their remuneration			

* You may tick (✓) within the relevant box to vote for or against, or abstain from voting, in respect of all your shares for each resolution. Alternatively, you may indicate the number of shares that you wish to vote for or against, and/or abstain from voting, for each resolution in the relevant box.

Dated this _____ day of _____ 2025

Total Number of Shares Held

Signature(s)/Common Seal of Member(s)

IMPORTANT: PLEASE READ NOTES OVERLEAF



IMPORTANT: PLEASE READ THE FOLLOWING NOTES.

Notes:

1. If a member has ordinary shares in the Company entered against his/her/its name in the Depository Register (maintained by The Central Depository (Pte) Limited), he/she/it should insert that number of ordinary shares. If a member has ordinary shares in the Company registered in his/her/its name in the Register of Members (maintained by or on behalf of the Company), he/she/it should insert that number of ordinary shares. If a member has ordinary shares entered against his/her/its name in the Depository Register and ordinary shares registered in the Register of Members, he/she/it should insert the aggregate number of ordinary shares. If no number is inserted, this Proxy Form shall be deemed to relate to all the ordinary shares held by the member.
2. A member is entitled to appoint proxy(ies) to attend, speak and vote at the AGM on his/her/its behalf. A proxy needs not be a member of the Company.
3. A member (who is not a Relevant Intermediary) is entitled to appoint not more than two proxies. Where such member appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the Proxy Form.

“Relevant Intermediary” has the meaning as ascribed to it in Section 181 of the Singapore Companies Act 1967.
4. A member who is a Relevant Intermediary, is entitled to appoint more than two proxies, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the Proxy Form.
5. Where a member appoints proxy(ies), he/she/it must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the Proxy Form, failing which the proxy(ies) may vote or abstain from voting at his/her/its discretion.
6. A member can appoint the Chairman of the AGM as his/her/its proxy, but this is not mandatory.
7. The **Proxy Form must be duly completed, signed and submitted** in the following manner:
 - (a) by posting to Sunright Limited, c/o Complete Corporate Services Pte Ltd, 10 Anson Road, #29-07 International Plaza, Singapore 079903; or
 - (b) by email to sunright-agm@complete-corp.com,in either case, by **10.00 a.m. on 18 November 2025**, being 72 hours before the time appointed for holding the AGM.
8. Appointment of proxy(ies) shall not preclude a member from attending, speaking and voting at the AGM. The appointment of proxy(ies) shall be deemed to be revoked if a member attends the AGM in person, and in such event, the Company reserves the right to refuse to admit any person(s) appointed under the relevant Proxy Form, to the AGM.
9. The Proxy Form must be signed under the hand of the appointor or of his/her/its attorney duly authorised in writing. Where the Proxy Form is executed by a corporation, it must be executed either under its common seal or under the hand of an officer or attorney duly authorised.
10. Where Proxy Form is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the Proxy Form, failing which it may be treated as invalid.
11. A corporation which is a member 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 Singapore Companies Act 1967.
12. In the case of joint holders of shares, any one of such persons may vote, but if more than one of such persons be present at the AGM, the person whose name stands first on the Register of Members or in the Depository Register (as the case may be) shall alone be entitled to vote.
13. Any alteration made to the Proxy Form should be initialled by the appointor who signs it.
14. The Company shall be entitled to reject the Proxy Form 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 (including any related attachment). In addition, in the case of ordinary shares entered in the Depository Register, the Company may reject any Proxy Form lodged or submitted if the member, being the appointor, is not shown to have ordinary shares entered against his/her/its name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.
15. Any reference to a time of day is made by reference to Singapore time.

SUNRIGHT LIMITED

(COMPANY REG. NO. 197800523M)

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