



GLOBAL TESTING
CORPORATION LIMITED



Resilient Foundations, Enduring Progress

ANNUAL REPORT 2025

Our Vision

Our long-term vision is to build a world-class semiconductor testing business that is both resilient and sustainable, and capable of delivering long-term benefits to all our stakeholders.

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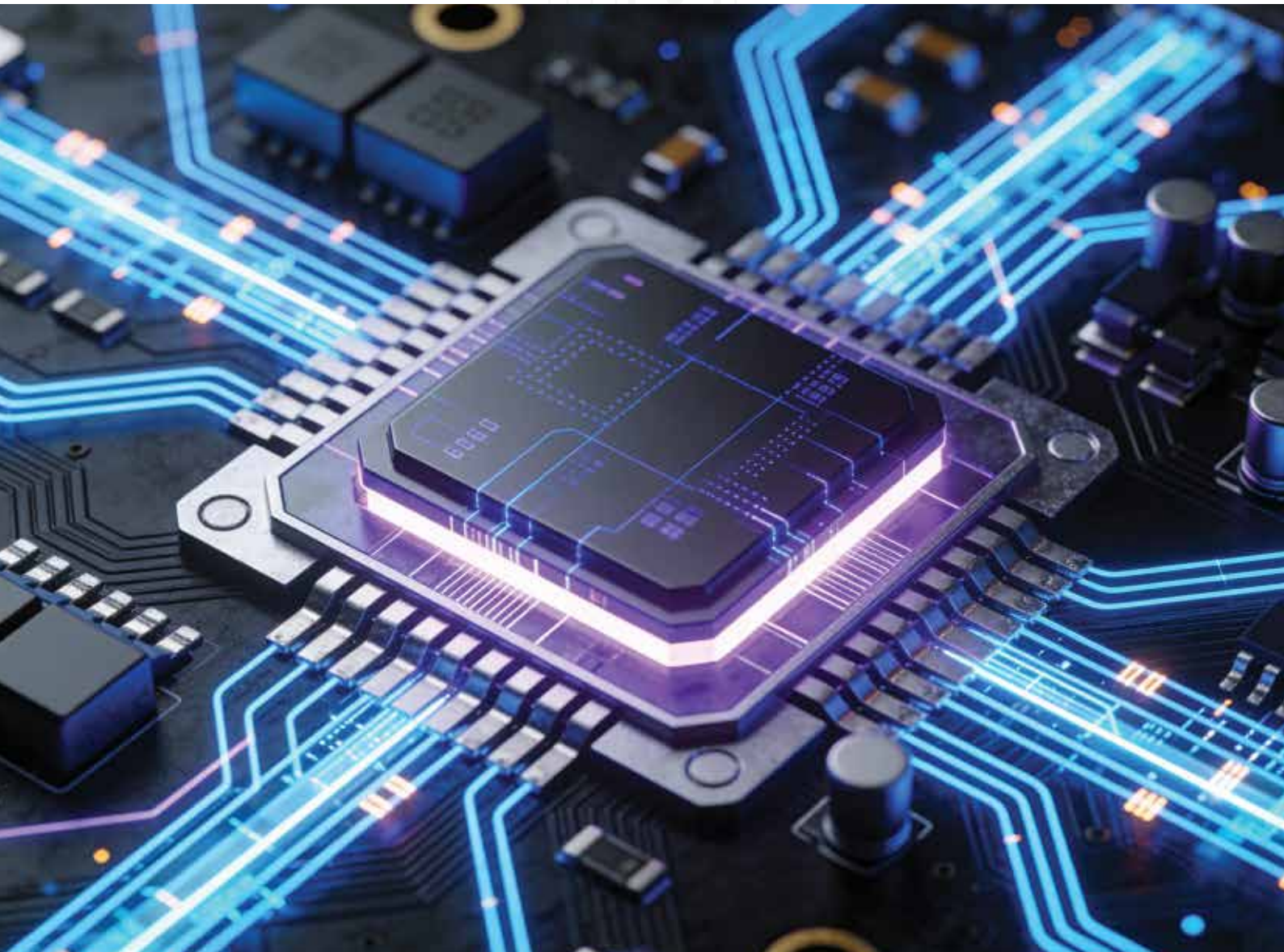
CORPORATE PROFILE

Established in 1998, Global Testing Corporation Limited (“**Global Testing**” or the “**Group**”) is an independent testing services company in the Asia-Pacific region. The Group primarily provides testing services such as wafer sorting and final testing to the semiconductor industry, focusing on logic and mixed signal semiconductors used in consumer electronics and communication devices.

The Group has also extended its testing capability and established its niche in the provision of wafer testing services for automotive applications and for commercial applications. The automotive devices industry generally has more stringent quality and technical requirements compared to other types of wafers.

As part of its testing services, the Group provides test program development, conversion and optimisation services, load board and probe card design, and leases its testers to its customers for trial and pilot testing purposes on an ad hoc basis.

Global Testing has been listed on the Mainboard of Singapore Exchange Securities Trading Limited since 24 August 2005.



LETTER TO SHAREHOLDERS

“... the Group remained cautious and focused on maintaining strong operational discipline throughout the year.”

DEAR SHAREHOLDERS,

On behalf of the Board of Directors (“**Board**”) of Global Testing Corporation Limited (“**Global Testing**” or the “**Group**” or the “**Company**”), we are pleased to present to you the audited financial statements for the financial year ended 31 December 2025 (“**FY2025**”).

Year in Review

The global economic environment in 2025 remained uncertain, characterised by continued geopolitical tensions, shifting trade frameworks and supply chain realignments. Elevated cost pressures and prolonged volatility in global markets have continued to weigh on sentiment.

Although the semiconductor industry has remained resilient, supported by structural technological drivers, it remains exposed to these wider macroeconomic developments. Against this backdrop, the Group remained cautious and focused on maintaining strong operational discipline throughout the year.

Despite challenging conditions, the Group recorded an increase of 11.7% in revenue to US\$46.4 million in FY2025, up from US\$41.5 million in the previous financial year ended 31 December 2024 (“**FY2024**”), mainly due to higher customer orders. Gross profit increased by 8.8% to US\$10.2 million, from US\$9.4 million in FY2024, supported by increased sales activities.

However, rising operating costs and a significant increase in tax expense tempered overall profitability. Other operating expenses increased by 42.7% to US\$1.4 million, compared to US\$1.0 million in the prior year, largely attributable to recognised foreign exchange losses. Income tax expense also increased by 372.2% from US\$0.3 million in FY2024 to US\$1.3 million in FY2025. This was primarily attributable to an increase in the Company’s taxable profits for the year with the available tax loss carried forward being fully utilised during the current financial year. As a result, net profit attributable to equity holders declined by 24.8% to US\$3.9 million, compared to US\$5.1 million in FY2024.

Geographically, the markets in Singapore and the United States of America saw the largest growth in revenue, with an increase of 85.4% and 163.7%, respectively. Taiwan also saw a 12.9% rise in revenue, while revenue for Japan declined by 4.7%.

The Group’s financial position remained stable. Cash and financial assets increased by 22.9% to US\$25.0 million as at 31 December 2025, driven by positive net cash generated from operating activities of US\$11.8 million.

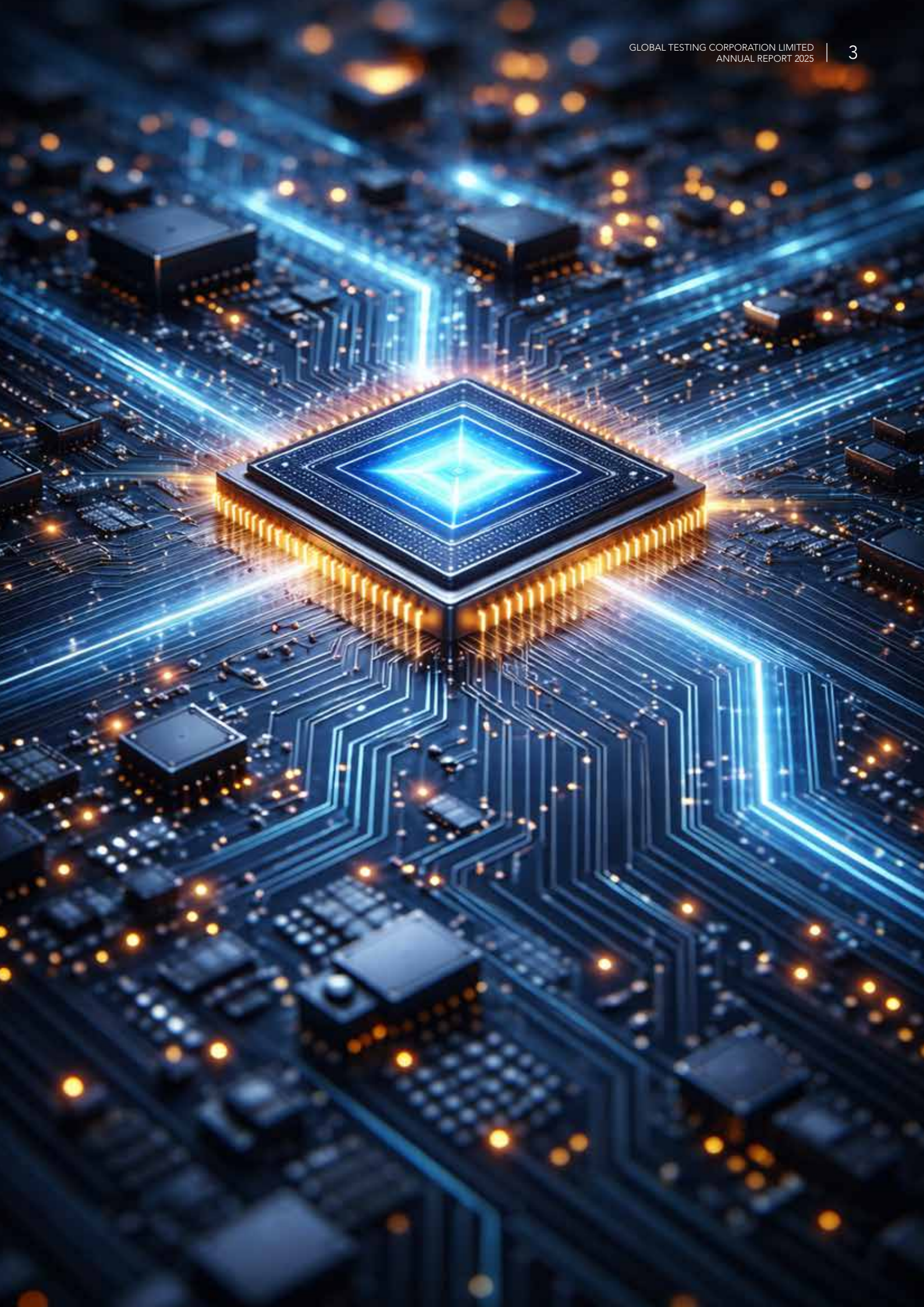
The Group remained prudent and active in capital management. Group undertook a capital reduction exercise and cancelled 1,324,700 treasury shares in May 2025. Following the exercise, a cash distribution of US\$646,348 was distributed to eligible shareholders on 30 June 2025. Share capital decreased to US\$27.7 million as at 31 December 2025. The Group also continued its measured approach toward share buybacks, acquiring 352,000 shares amounting to US\$272,000 in FY2025.

Although FY2025 reflected areas of operational strength, the Group remained prudent throughout the year given the uncertain external conditions.

Outlook

Looking ahead to 2026, the global operating landscape is expected to remain complex and fluid. Geopolitical developments, protectionist trade policies, cost pressures and ongoing supply chain shocks continue to contribute to an environment of heightened volatility. These factors may influence demand visibility and cost structures across the semiconductor value chain.

Current geopolitical conflicts across the globe continue to threaten the stability of supply chain networks and may adversely affect the semiconductor industry. At the same time, long-term technology trends, including artificial intelligence and increasing demand for advanced computing capabilities, continue to support the industry’s longer-term development.



LETTER TO SHAREHOLDERS

The Group expects both operational and geopolitical challenges to persist in the near term and will maintain a cautious outlook while focusing on sustainable growth. It will continue to prioritise prudent capital management, enhance operational efficiency, rationalise costs and improve productivity.

In line with its commitment to maintaining an efficient capital structure and exercising disciplined capital management, the Board is proposing a capital reduction to return to shareholders surplus capital in excess of the Group's needs by way of a cash distribution, subject to shareholders' approval at the upcoming Annual General Meeting.

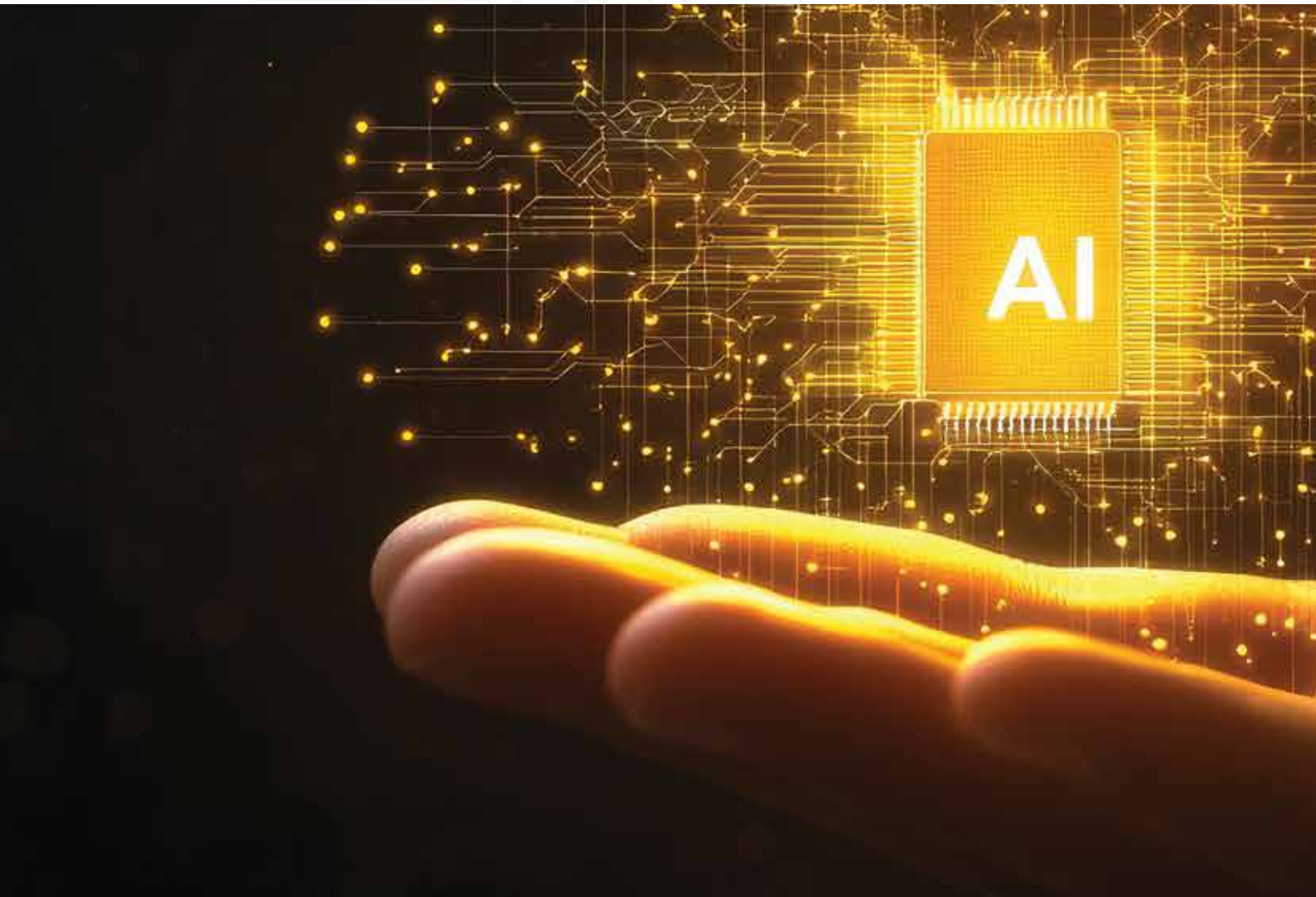
The Company intends to make a cash distribution of S\$1,334,061.08 (equal to \$0.04 per share (excluding treasury shares)) to shareholders. The proposed capital reduction is intended to optimise the Group's balance sheet and return excess capital to shareholders in a measured manner, while ensuring that the Group retains the financial flexibility needed for ongoing operations and future business needs. Upon completion of the capital reduction, the Company will have an issued and paid-up share capital of S\$29,812,995.93.

Corporate Governance and Sustainability

The Group is committed to embedding sustainability as the main element in its business operations and strategy. It is fully committed to driving change to advance its sustainability journey with the objective of developing a sustainable business for the future.

As shared in the Sustainability Report, published concurrently with this Annual Report, the Group has adopted a sustainability and corporate governance framework that is focused on four key pillars - Integrity, Accountability, Discipline and Transparency. It will continue to foster close engagement with key stakeholders relating to material issues including customer satisfaction, environmental, health and safety management to further enhance our processes and protocols.

In order to strengthen mineral management standards, the Group requires its suppliers to trace the origins of minerals supplied for its production or testing processes, to ensure they are not conflict minerals which are linked to illegal armed groups, human rights violations and environmental destruction.



LETTER TO SHAREHOLDERS

The Group continues to make headway in the implementation of innovative energy-efficient processes in its operations and will continue to examine its processes to drive further adoption of environmentally friendly practices. These include a real-time energy monitoring system and carbon data management platform, supported by a highly qualified and experienced Environmental, Social and Governance (ESG) management and technical team, to ensure its climate management effectiveness.

In addition, the Group remains committed to strong corporate governance. It strongly believes good governance builds trust with clients and stakeholders and supports its goal of building a sustainable business. It will continue to strive towards achieving customer satisfaction, environmental, health and safety management, as well as fostering a safe working environment for all employees to thrive.

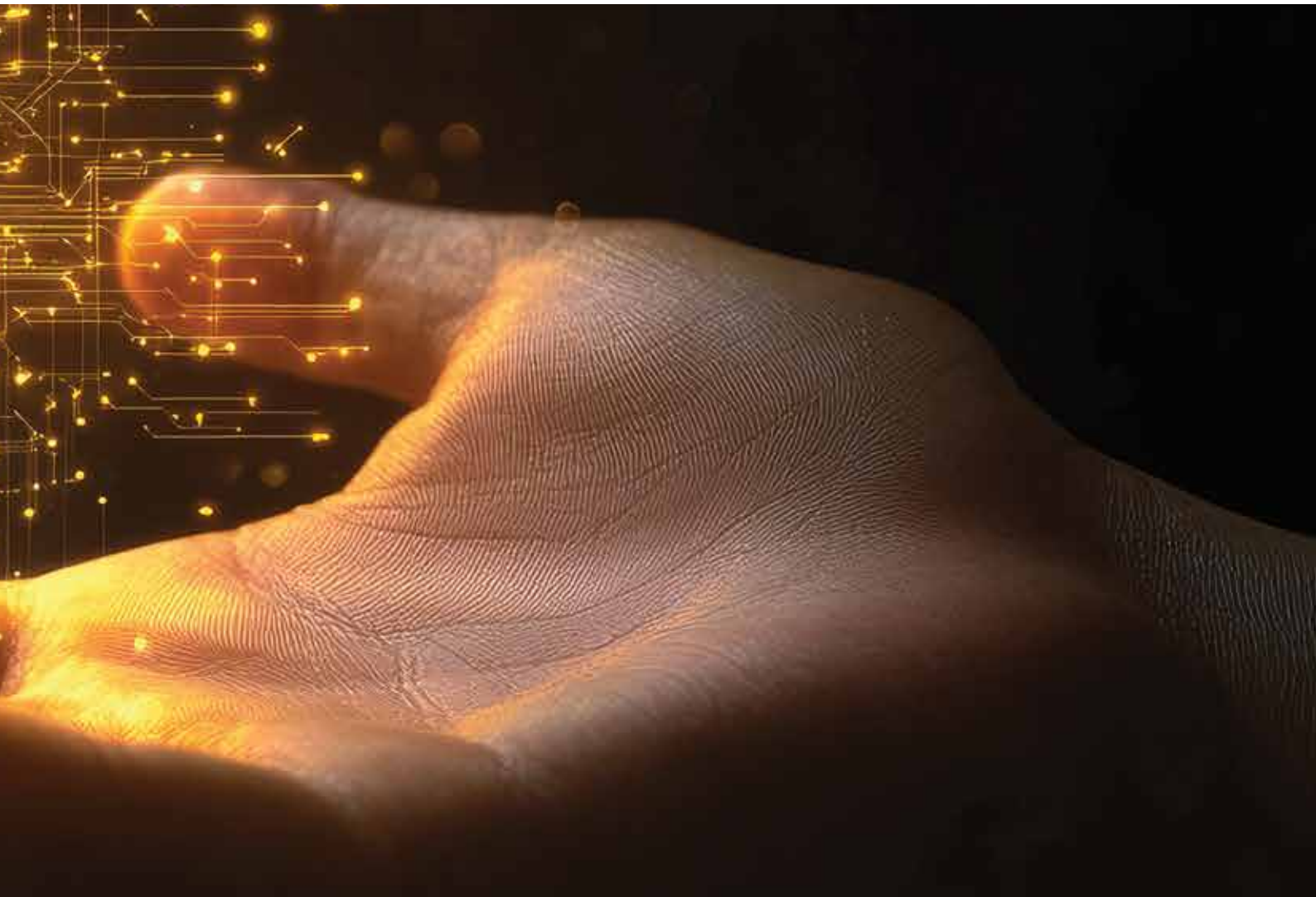
Acknowledgement

On behalf of the Board, we would like to express our appreciation to all employees of Global Testing for their hard work and dedication throughout the year. We also extend our gratitude to the management team and our fellow Directors for their steadfast support and guidance. Finally, we thank our shareholders, clients and business partners for their continued trust and confidence in the Group.

Yours sincerely,

Mr Chia Soon Loi

Non-Executive and Non-Independent Chairman



BOARD OF DIRECTORS

Mr Chia Soon Loi

*Non-Executive and Non-Independent Chairman
Chairman of Remuneration Committee
Member of Audit Committee
Member of Nominating Committee*

Mr Chia Soon Loi ("**Mr Chia**") was appointed as an Independent Director of Global Testing Corporation Limited on 17 November 2004 and Independent Non-Executive Chairman on 2 January 2018. Mr Chia Soon Loi was re-designated as Non-Executive Chairman, Non-Executive and Non-Independent Director, effective 27 February 2019, and was last re-elected to the Board on 30 April 2025.

He has more than 40 years' experience in the electronics industry as the Founder and Director of Cony Electronics (S) Pte Ltd, as well as in the food and beverage industry. Mr Chia also serves on the Board of several other companies in Singapore and overseas, in both the electronics and non-electronics industries.

Mr Law Ambrose Tiang Beng

*Lead Independent Director
Chairman of Audit Committee
Member of Nominating Committee
Member of Remuneration Committee*

Mr Law Ambrose Tiang Beng ("**Mr Law**") was appointed Lead Independent Director of Global Testing Corporation Limited on 31 December 2021 and last re-elected to the Board on 29 April 2024.

Mr Law was previously the Global Chief Financial Officer of Bank of Singapore, Chief Financial Officer, Global Wealth Management at Merrill Lynch and a Senior Advisor at Stamford Advisory Corporation Pte Ltd. He is the Lead Independent Director at Cimec Ltd (dual listed on Singapore Exchange and the Australian Securities Exchange) and serves on the Board of Coca-Cola Europacific Partners Investments (Singapore) Pte. Ltd. Mr Law holds a Bachelor of Commerce from Victoria University of Wellington, New Zealand and is a Chartered Accountant (New Zealand) and Certified Public Accountant (Singapore).

Mr Chen, Tie-Min

*Senior Executive Director
Member of Nominating Committee*

Mr Chen, Tie-Min ("**Mr Chen**") was appointed by the Board on 30 August 2004 and last re-elected to the Board on 30 April 2025. Previously the Executive Chairman of the Board, he was re-designated as Senior Executive Director, effective 2 January 2018.

Mr Chen is the Chairman of Yageo Corporation, Tong Hsing Electronic Industries, Ltd. and Advanced Power Electronic Corp., Ltd., are TWSE-listed companies in Taiwan. Mr Chen holds a Bachelor of Engineering Science degree from the National Cheng Kung University, Taiwan.

Mr Wang, Han-Min

*Independent Director
Chairman of Nominating Committee
Member of Audit Committee
Member of Remuneration Committee*

Mr Wang, Han-Min ("**Mr Wang**") was appointed Independent Director of Global Testing Corporation Limited on 31 December 2021 and last re-elected to the Board on 29 April 2024.

Mr Wang was a Professor in the Department of Accounting at Feng Chia University, Taiwan from 2008 to 2024, during which, he also held several other roles. He was also the Supervisor, Board of Directors at Footwear & Recreation Technology Research Institute, Taiwan, as well as Member of Review Commission at Over-the-Counter Securities Exchange, Taiwan. Mr Wang holds a Ph.D. in Accounting & Finance from the University of Essex, UK, M.B.A from Catholic University of Leuven, Belgium, and M.A in Accounting from National Chengchi University, Taiwan.

SENIOR MANAGEMENT

Mr Hu, I-Lung

Acting Chief Executive Officer

Mr Hu, I-Lung ("**Mr Hu**") was appointed Acting Chief Executive Officer on 1 June 2017. He was previously Vice President, Sales and Marketing and was responsible for Global Testing Corporation Limited's business development activities.

Prior to joining the Group in 2011, Mr Hu spent six years at Lite-On Semiconductor Corp. where he was first appointed as Sales and Marketing Director, and subsequently promoted to General Manager. Mr Hu also served as the Assistant Vice President at Altek Electronic, Inc.'s ODM Digital Still Camera Business unit for a year following a 13-year tenure at Compal Electronics, Inc, where he rose through the ranks from Sales Manager in 1993 to Supply Chain Management Director in 2005.

Mr Hu holds a Bachelor of Computer Science from the West Coast University, USA.

Mr Chiden Cheng

Vice President, Operations

Mr Chiden Cheng ("**Mr Cheng**") joined Global Testing Corporation Limited in November 2017 as the Associate Vice President, Operations, and was subsequently appointed Vice President, Operations in January 2019, where he is responsible for the operations of the Group, including manufacturing, engineering, product development and facility.

Prior to joining the Group, Mr Cheng spent about seven years at Nisho Image Tech Inc., where he was Vice President. Mr Cheng also served as General Manager of Lite-On Semiconductor, CIS BU for about eight years and as General Manager of LSC (Wuxi) for about five years.

Mr Cheng holds a Master of Science in Engineering Management from the University of South Australia and a Bachelor of Science in Electrical Engineering from Chung Yuan Christian University.

Mr George Wang, Tsai-Wei

*Chief Financial Officer
Vice President, Finance*

Mr George Wang, Tsai-Wei ("**Mr George Wang**") was appointed Chief Financial Officer of Global Testing Corporation Limited on 13 August 2010. He is responsible for the Group's financial functions including accounting, auditing, financial and management reporting, investment, tax, treasury, financial analysis, mergers & acquisitions support as well as risk management.

Prior to joining the Group, Mr George Wang served as Director of Finance at Tatung Otis Elevator Co. A finance veteran with over 25 years' experience, Mr George Wang was also previously the Assistant General Manager for Finance at PCCW HK Telecom and the Financial Controller of TNT Taiwan.

Mr George Wang holds a Bachelor of Accounting from Fu Jen University, Taiwan.

Mr Warren Yu

Vice President, Quality Management

Mr Warren Yu ("**Mr Yu**") joined Global Testing Corporation Limited in June 2017 as an Associate Vice President, Quality Management. Mr Yu was subsequently promoted to Vice President, Quality Management in January 2019, where he is responsible for the Group's quality control and ensuring that processes of testing services meet customers' requirements.

Mr Yu has over 40 years of experience in the engineering industry. He was most recently the Senior Manager of CR Microelectronics (Chongqing), following a five-year tenure with Lite-On Semiconductor (Shanghai) as Vice President. Prior to that, Mr Yu spent 25 years at Texas Instruments, where he started in the Testing Department in 1983, was promoted to a Deputy General Manager in 1997, and subsequently to the Senior Manager of Outsourcing in 2005.

Mr Yu holds a Bachelor of Science in Electrical Engineering from Chung Yuan Christian University.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Mr Chia Soon Loi
Non-Executive and Non-Independent Chairman

Mr Chen, Tie-Min
Senior Executive Director

Mr Law Ambrose Tiang Beng
Lead Independent Director

Mr Wang, Han-Min
Independent Director

AUDIT COMMITTEE

Mr Law Ambrose Tiang Beng (Chairman)
Mr Wang, Han-Min
Mr Chia Soon Loi

NOMINATING COMMITTEE

Mr Wang, Han-Min (Chairman)
Mr Law Ambrose Tiang Beng
Mr Chia Soon Loi
Mr Chen, Tie-Min

REMUNERATION COMMITTEE

Mr Chia Soon Loi (Chairman)
Mr Law Ambrose Tiang Beng
Mr Wang, Han-Min

COMPANY SECRETARIES

Mr Abdul Jabbar Bin Karam Din, LLB (Hons)
Ms Toh Li Ping, Angela (ACS ACG)

REGISTERED OFFICE

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#06-07 Marina One West Tower
Singapore 018937
Telephone number: +65 6535 3600

HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS

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Hu-Kou
Hsin-Chu Industrial Park
Hsin-Chu County 303
Taiwan

SHARE REGISTRAR AND SHARE TRANSFER OFFICE

Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Avenue
#14-07 Keppel Bay Tower
Singapore 098632

SOLICITORS

Rajah & Tann Singapore LLP
9 Straits View
#06-07 Marina One West Tower
Singapore 018937

AUDITORS

Deloitte & Touche LLP
6 Shenton Way
#33-00 OUE Downtown 2
Singapore 068809
Partner-in-charge: Mr Tan Cheng Chua
(Appointed since the financial year ended 31 December 2025)

PRINCIPAL BANKERS

CTBC Bank Co., LTD.
Taiwan Middle Division
Taoyuan Regional
2F., No. 111, Sec. 2, Qingpu Rd.
Zhongli Dist., Taoyuan City 320
Taiwan

Taishin International Bank
Commercial Banking Division District 1
9F., No. 1, Sec. 4, Ren'ai Rd., Da'an Dist.
Taipei City
Taiwan

INVESTOR RELATIONS ADVISOR

Citigate Dewe Rogerson Singapore Pte Ltd (CDR)
158 Cecil Street
#05-01
Singapore 069545

Corporate Governance Report

Global Testing Corporation Limited (the “**Company**”, and together with its subsidiary, the “**Group**”) is committed to ensuring and maintaining a high standard of corporate governance within the Group. Good corporate governance establishes and maintains a legal and ethical environment, which helps to preserve and enhance the interests of all shareholders.

This report describes the corporate governance framework and practices of the Group for the financial year ended 31 December 2025 (“**FY2025**”) with specific reference to the principles and provisions of the Code of Corporate Governance 2018 (the “**Code**”) and where applicable, the Listing Manual of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) (“**Listing Manual**”). Where there is any deviation from any provisions of the Code, an explanation has been provided in this report for the variation and how the practices adopted by the Group are consistent with the intent of the relevant principle. This report should be read in totality, instead of being read separately under each principle of the Code.

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.

The Board of Directors (the “**Board**”) assumes responsibility for stewardship of the Group and is primarily responsible for the protection and enhancement of long-term value and returns for the shareholders. It provides entrepreneurial leadership, supervises the management of the business and affairs of the Group, provides corporate direction, monitors managerial performance and reviews financial results of the Group. In addition, the Board is directly responsible for decision making in respect of the following matters:

- a. approving business strategies including significant acquisition and disposal of subsidiaries or assets and liabilities, which should include appropriate focus on value creation, innovation and sustainability;
- b. approving annual budgets, major funding proposals, significant capital expenditures and investment and divestment proposals;
- c. approving the release of the Group's half-year and full year's financial results and interested person transactions (if any);
- d. overseeing the processes for risk management, financial reporting and compliance and evaluate the adequacy and effectiveness of internal controls, as may be recommended by the Audit Committee (“**AC**”);
- e. reviewing the performance of the Management, approving the nominations to the Board of Directors and appointment of key executives, as may be recommended by the Nominating Committee (“**NC**”);
- f. reviewing and endorsing the framework of remuneration for the Board and key executives, as may be recommended by the Remuneration Committee (“**RC**”);
- g. considering sustainability issues such as environmental, social and governance factors, as part of the strategic formulation including identifying key stakeholder groups and recognising that their perceptions affect the Group's reputation;
- h. instilling an ethical corporate culture and ensuring the Company's values, standards and practices are consistent with its ethos and are adhered to, and ensuring that obligations to shareholders of the Company and other stakeholders are transparent, understood and met;
- i. reviewing corporate policies in maintaining good corporate governance and business practice; and
- j. ensuring the Group's compliance with laws, regulations, policies, guidelines and internal code of conduct.

The Board provides shareholders with a balanced and understandable assessment of the Group's performance, position and prospects on a half-yearly basis and will keep shareholders updated on material developments relating to the Group on a timely basis, as and when appropriate.

Corporate Governance Report

Provision 1.1 - Director's conflicts of interest

All Directors exercise due diligence and independent judgement in discharging their duties and responsibilities at all times as fiduciaries, and make decisions objectively in the best interests of the Group.

Directors facing conflicts of interest are required to recuse themselves from discussions and decisions involving the issues of conflict. They are also required to avoid situations in which their own personal or business interests directly or indirectly conflict, or appear to conflict, with the interests of the Group. Where a Director has a conflict of interest, or it appears that he might have a conflict of interest, in relation to any matter, he is required to declare his interest at a meeting of the Directors or send a written notice to the Company containing details of his interest and the conflict or to declare such interest at a meeting of the Directors (or in written resolutions to be passed), and recuse himself from participating in any discussion and decision on the matter. Where relevant, the Directors have complied with such requirement, and such compliance is duly recorded in the minutes of meeting and/or Directors' Resolutions in writing of the Company.

Provision 1.2 - Induction and training of Directors

All directors have many years of corporate experience and are familiar with their duties and responsibilities as directors. All Directors (including newly appointed Directors, if any) are also provided with the opportunity to visit the Group's operational facilities and meet up with the Management at least once annually, to gain a better understanding of the Group's business operations. To facilitate a more effective communication and promote more constructive relations within the Board and between the Board and the Management, all Directors had met the Management in Taiwan in early 2026.

Newly appointed directors will also be given briefings by the Non-Executive and Non-Independent Chairman and/or the Management of the Company on the business activities of the Group and its strategic directions and corporate governance practices. Arrangements will also be made for new Directors, if any, to meet the Management for a better understanding of the Group's business and operations.

At the quarterly Board meetings, the Acting Chief Executive Officer ("**CEO**") and/or the Chief Financial Officer ("**CFO**") provide(s) the Board with regular updates on the Group's business performance and plans. The Company welcomes directors to seek explanations or clarifications from and/or convene informal discussions with the Management on any aspect of the Group's operations or business. Necessary arrangements will be made for informal discussions or explanations as and when required.

The Company is responsible for arranging and funding the training for new and existing directors. The directors are provided with continuous briefings and updates in areas such as relevant new laws and regulations, directors' duties and responsibilities, corporate governance, changes in financial reporting standards and issues which have a direct impact on financial statements, so as to enable them to properly discharge their duties as Board or Board committee members. The scope of such continuous briefings and updates includes an overview of industry trends and developments, governance practices and developing trends, and changes in trends in governance practices and regulatory requirements pertaining to the business. A first-time director, if any, who has no prior experience as a director of a listed company must undergo mandatory training in the roles and responsibilities of a director of a listed issuer within one year from the date of his appointment to the Board, as prescribed under Practice Note 2.3 of the SGX-ST Listing Manual.

All Directors of the Company have also undergone training on sustainability matters as prescribed by the SGX-ST in accordance with Rule 720(7) of the SGX-ST Listing Manual.

No new Directors or first-time Directors were appointed during FY2025.

Corporate Governance Report

Provision 1.3 – Matters requiring Board’s approval

The matters reserved for the Board’s decision and the types of material transactions that are likely to have a material impact on the Group’s operating units and/or financial position as well as matters other than in the ordinary course of business, are as follows:

- Half-year and full year results;
- Long term strategic and financial plan;
- Annual budget;
- Potential joint venture, merger, acquisition, divestment, or other changes in the Company’s assets, if any;
- Changes in the Management or changes in effective control of the Company, if any;
- Declaration or omission of dividends, if any;
- Firm evidence of significant improvement or deterioration in near-term earnings prospects, if any;
- Subdivision of shares or stock dividends, if any;
- Acquisition or loss of significant contract, if any;
- Public or private sale of significant amount of additional securities of the Company, if any;
- Changes in CEO, directors and substantial shareholdings’ interests, if any;
- Share buyback, if any;
- Share option or share schemes, if any;
- Capital reduction, if any;
- Scrip Dividend scheme, if any;
- Interested person transactions, if any;
- Call of securities for redemption;
- Provision or receipt of a significant amount of financial assistance;
- Occurrence of an event of default under debt or other securities or financing or sale agreements;
- Significant litigation;
- Significant change in capital investment plans;
- Significant dispute(s) with sub-contractors, customers or suppliers, or with any parties;
- Appointment and removal of Secretary;
- Tender offer for another company’s securities, if any;
- Valuation of the Group’s real assets that has a significant impact on its financial position, if any;
- Involuntary striking-off of the Company’s subsidiaries;
- Valuation of the real assets of the Group that has a significant impact on the group’s financial position and/or performance;
- Investigation on a Director or an Executive Officer (as defined in the SGX-ST Listing Manual) of the Company, if any;
- Loss of a major customer or a significant reduction of business with major customer, if any; and
- Major disruption to supply of critical goods or services.

Provision 1.4 - Delegation by the Board

To assist the Board in the execution of its responsibilities, the Board has established various Board committees (collectively, “**Board Committees**”), namely the AC, the NC and the RC. Each of these Board Committees functions within clearly defined terms of reference and operating procedures which are reviewed on a regular basis. The Company will periodically review the composition to ensure compliance with the Code. Board approval is required for any changes to the terms of reference for any Board Committee.

The Board accepts that while these Board Committees have the authority to examine particular issues and report back to the Board with their decisions and/or recommendations, the ultimate responsibility on all matters lies with the Board.

Corporate Governance Report

The composition of the Board and the Board Committees of the Company as at 31 December 2025 is as follows:

Name of Director	Position	Board Committees' membership		
		AC	RC	NC
Chia Soon Loi	Non-Executive and Non-Independent Chairman	Member	Chairman	Member
Chen, Tie-Min	Senior Executive Director	-	-	Member
Law Ambrose Tiang Beng ("Ambrose Law")	Lead Independent Director	Chairman	Member	Member
Wang, Han-Min	Independent Director	Member	Member	Chairman

No alternate Director was appointed to the Board in FY2025 or appointed to the Board currently.

Provision 1.5 - Board processes, including the Directors' attendance at Board and Board Committees' meetings, and general meetings

The Board meets on a quarterly basis and whenever necessary for the discharge of their duties. Dates of the Board meetings and general meetings, if any, are normally set by the directors well in advance. The Company's Constitution and written terms of reference allow Board and Board Committees' meetings to be conducted by way of telephone or video conference or other similar means of communication whereby all persons participating in the meeting are able to communicate as a group, without requiring the Directors' physical presence at the meeting. Decisions of the Board and Board Committees may also be obtained through circulating resolutions.

All Directors had accorded sufficient time and attention to the affairs of the Company. The details of the number of Board and Board Committees' meetings, general meeting(s) held from 1 January 2025 to 31 December 2025 as well as the Directors' attendance at those meetings are disclosed below:

Name of Directors	Annual General Meeting ("AGM")		Board		AC		RC		NC	
	No. of meetings		No. of meetings		No. of meetings		No. of meetings		No. of meetings	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Chia Soon Loi	1	1	4	4	2	2	2	2	1	1
Chen, Tie-Min	1	0	4	4	-	-	-	-	1	1
Ambrose Law	1	1	4	4	2	2	2	2	1	1
Wang, Han-Min	1	1	4	4	2	2	2	2	1	1

There was no extraordinary general meeting of the Company held in 2025.

Provision 1.6 - Complete, adequate and timely information

To assist the Board in fulfilling its responsibilities, the Management provides the Board with a management report containing complete, adequate and timely information prior to the Board meetings and on an ongoing basis to enable them to make informed decisions to discharge their duties and responsibilities. All directors have separate and independent access to the Management, including the Company Secretaries at all times.

In order to ensure that the Board is able to discharge its responsibilities effectively, the Management provides the Directors with regular updates on the operational and financial performance of the Group and on material developments relating to the Group. To allow Directors sufficient time to prepare for meetings, Board and Board Committees' papers are required to be distributed to the relevant Directors at least three working days prior to the meeting, save in the case of any ad hoc or urgent meeting. Any additional material or information requested by the Directors is promptly furnished. Key members of the Management who are in a position to provide additional insight on the matters to be discussed will be present at the relevant time during the Board and Board Committees' meetings.

Corporate Governance Report

Provision 1.7 - Company Secretaries and independent professional advice

The Company Secretaries (or their representative(s)) attend all Board meetings and ensure that Board procedures and all other applicable rules and regulations applicable to the Company are complied with. The Company Secretaries' responsibilities also include advising the Board on all governance matters, and ensuring good information flow within the Board and its Board committees and between the Management and non-executive directors ("**NEDs**").

Directors have separate and independent access to the Management and the Company Secretaries. The Company Secretaries are responsible for, among other things, ensuring that Board procedures are observed and that the Company's Constitution, relevant rules and regulations, including requirements of the Companies Act 1967 and SGX-ST Listing Manual, are complied with. They also assist the Board to implement corporate governance practices and processes.

The appointment and removal of the Company Secretaries is a decision of the Board as a whole.

The Directors and the chairmen of the respective Board Committees, whether as a group or individually, in furtherance of their duties, are able to seek independent professional advice from external advisers as and when necessary, and at the Company's expense.

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 - Directors' independence

An "independent" Director is independent in conduct, character and judgement, and has no relationship with the Company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Director's independent business judgement in the best interests of the Company.

The Board, with the concurrence of the NC, had adopted a declaration of independence pursuant to provision 2.1 of the Code and Rule 210(5)(d) of the SGX-ST Listing Manual.

Provisions 2.2 and 2.3 – Composition of (i) Independent Directors and (ii) NEDs on the Board

Currently, the Independent Directors make up half of the Board which comprises four (4) Directors, of whom one (1) is Executive Director, two (2) are Independent Directors and one (1) is Non-Executive and Non-Independent Director.

In view of the above, the Company complied with Provision 2.3 of the Code and Rule 210(5)(c) of the Listing Manual.

While the Independent Directors do not make up a majority of the Board where the Chairman is not independent, being a variation from provision 2.2 of the Code, the NEDs make up a majority of the Board and the Independent Directors make up at least half of the Board. As such, no individual or select group of individuals dominates the Board's decision-making process. Accordingly, there is a strong and independent element on the Board and consistent with the intent of principle 2 of the Code, 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 2.4 – Composition of the Board and Board Committees, and Board Diversity Policy

The Company is committed to building a diverse, inclusive and collaborative culture. It recognises that a diverse Board of an appropriate size is an important element which will better pave the way for the Company to achieve its strategic objectives, for sustainable development, avoid groupthink and foster constructive debate. A diverse Board also enhances the decision-making process through perspectives derived from differentiating skillsets, business experience, industry discipline, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service and other distinguishing qualities of the Directors.

The Board will constantly examine its size and, with a view to determining the impact of its number upon effectiveness, decide on what it considers an appropriate size for itself. The composition of the Board will be reviewed on an annual basis by the NC to ensure that the Board has the appropriate mix of skillset, knowledge, expertise and experience.

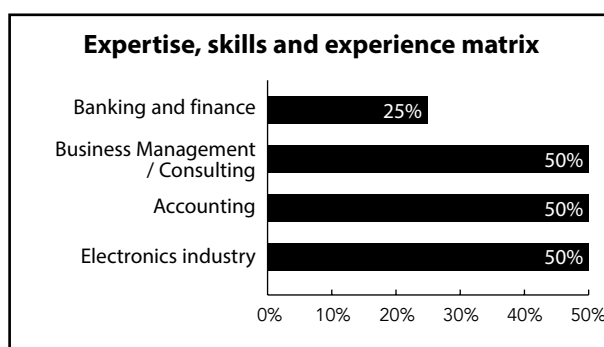
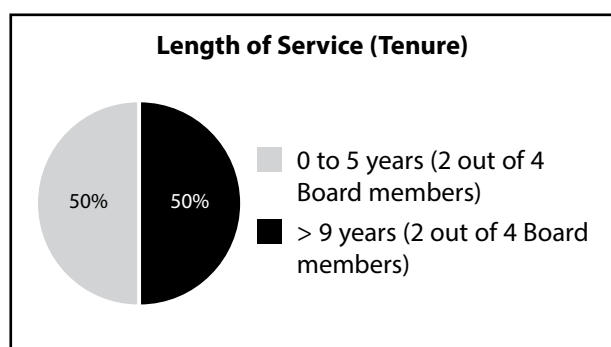
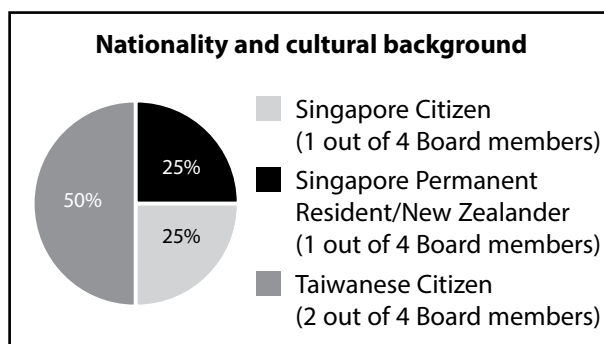
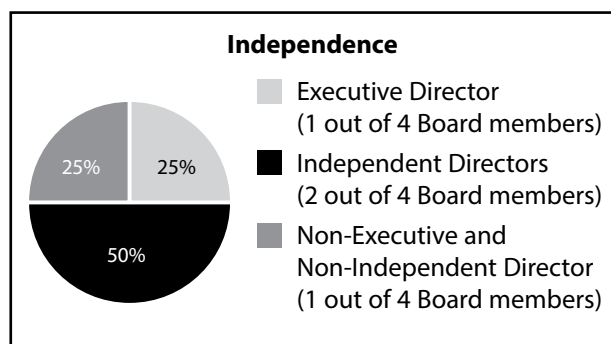
Corporate Governance Report

Pursuant to provision 2.4 of the Code, the Board has adopted a Board Diversity Policy (the “**Policy**”) that addresses gender, skills and experience, and other relevant aspects of diversity. Having regard the guidelines in the Policy, the NC will, in reviewing the Board’s composition, rotation and retirement of Directors and succession planning, take into account factors, including but not limited to age, gender, nationality, cultural background, educational background, experience, skills, knowledge, independence and length of service (tenure). These differentiating factors will be considered in determining the optimum composition of the Board and will be balanced appropriately, when possible.

The NC and the Board review the size of the Board and the Board Committees, including the skills and core competencies of its members on an annual basis to ensure that the Board and the Board Committees are of an appropriate size, an appropriate balance and mix of skillset, knowledge, experience, expertise and gender, with a strong element of independent, which facilitates effective decision making. The Directors’ credentials including working experience, academic and professional qualifications are presented at the Board of Directors’ section of the annual report.

Each Director has been appointed based on his strength, experience and stature. They are expected to bring a valuable range of experience and expertise, and contribute to the development of the Group’s strategy and business performance. Together, the Board and Board Committees comprise Directors who, as a group, provide an appropriate balance and diversity of skills, experience and knowledge, which includes accounting, business and management, finance and risk management, to the Company. They also bring a wide range of core competencies such as accounting and finance, business and management experience, industry knowledge, strategic planning experience and customer-based experience and knowledge. The diversity of the Directors’ background allows for the useful exchange of ideas and views.

In evaluating the diversity of the Board, the following Board Skills Matrix and diversity criteria of the Board as at 31 December 2025 were noted:



Accordingly, the combination of skills, talents and experience of the Directors are sufficiently diverse to serve the needs and plans of the Group, and to ensure an effective oversight of the Group’s affairs. To ensure that the composition of the Board remains diverse, the Board aims to maintain at least half of its Board members to be made up of Independent Directors and to work towards having female director(s) for future board renewal, if opportunity arises. The Board is committed to surveying female candidates from different background and to appointing female director(s) on the Board. Nonetheless, no specific target is set for gender diversity as the decision on the selection of Director(s) to be appointed on the Board will ultimately be based on merit, and candidates will be considered against objective criteria, having due regard for the benefits of diversity balanced with the needs of the Board.

Based on the current Board composition, the Company has met its independence target and is working towards achieving gender diversity when it progressively refreshes its Board.

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Taking into account the nature and scope of the Group's operations, the requirements of the business and the need to avoid undue disruptions from changes to the composition of the Board and Board Committees, the NC, with the concurrence of the Board, is satisfied that the current Board has the appropriate mix of expertise and experience, and collectively possesses the necessary core competencies to lead and govern the Group effectively. No individual or select group of individuals dominates the Board's decision-making process as a majority of the Board is made up of Non-Executive Directors, with at least half of the Board making up of Independent Directors.

The current composition of the Board reflects its commitment to the relevant diversity in age, skills, knowledge, tenure, nationality and cultural background. As a group, the members of the Board bring with them an appropriate balance and diversity of skills, experience and knowledge of the Group. Their core competencies include accounting, finance, business, industry and management experience, strategic planning experience and are familiar with regulatory requirements. The diversity of the Directors' experience allows for the useful exchange of ideas and views.

Should there be any proposed new appointment(s) of member(s) to the Board, new Director(s), if any, will continue to be selected based on the Board Diversity Policy as part of the process for appointment of new Directors. The NC will evaluate the suitability of the nominee or candidate based on his/her qualifications, business and related experience, commitment, ability to contribute to the Board process and such other qualities and attributes that may be required by the Board before making its recommendations to the Board.

The NC will review the Board Diversity Policy from time to time as appropriate, to ensure the effectiveness of this Policy. The NC will also discuss any revisions that may be required, and recommend any such revisions to the Board for consideration and approval.

Any external search consultants, if required, which are engaged to assist the Board or the NC to search for candidates for appointment to the Board will be specifically directed to include candidates from diverse backgrounds.

Provision 2.5 - Role of the NEDs

The NEDs participate actively in the Board meetings. Backed by their professional expertise, experience and knowledge, NEDs provide constructive advice and guidance for effective discharge by the Board of its principal functions over the Group's strategies, businesses and other affairs. The NEDs also constructively challenge and advise on the development of strategies as well as review the performance of the Management in achieving targeted goals and objectives. In addition, the NEDs monitor the reporting of the Group's business and financial performance.

The two (2) Independent Directors (which includes the Lead Independent Director) met at least annually without the presence of the Senior Executive Director, the Non-Executive and Non-Independent Chairman and the Management to discuss matters of significance which are then reported to the Non-Executive and Non-Independent Chairman accordingly.

The NEDs and/or Independent Directors are also in frequent contact with one another outside the Board and Board Committees' meetings and hold constant informal discussions amongst themselves. Any feedback would be provided to the Board and/or Chairman as appropriate.

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.

Provisions 3.1 and 3.2 – Chairman and Chief Executive Officer

The roles and responsibilities between the Non-Executive and Non-Independent Chairman and Acting CEO are held by separate individuals to ensure that there is an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making. There is no one individual who has unfettered powers of decision-making.

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The Non-Executive and Non-Independent Chairman of the Board is Mr Chia Soon Loi. As the Non-Executive and Non-Independent Chairman of the Board, Mr Chia Soon Loi leads the Board to ensure its effectiveness on all aspects of its role and takes a leading role in the Group's drive to achieve and maintain a high standard of corporate governance with the full support of the Directors, Company Secretaries and the Management. He approves the agendas for Board meetings, ensures sufficient allocation of time for thorough discussion of agenda items and promotes a culture of openness and debate at the Board level. He also ensures that Board matters are effectively organised to enable Directors to receive complete, adequate and timely information in order to make sound decisions, promotes constructive relations within the Board and between the Board and the Management, and ensures effective communication with shareholders. He also facilitates effective contribution from NEDs. In addition, the Non-Executive and Non-Independent Chairman also ensures that the Board and the Management work well together with integrity and competency.

The Acting CEO, Mr Hu I-Lung, manages and supervises the day-to-day business operations of the Group in accordance with the strategies, policies and business plans approved by the Board. He is assisted by Mr Chen Tie-Min, the Senior Executive Director and the Management comprising the subsidiary's general managers and key senior managers, to oversee the day-to-day operations of the Group and execution of strategies and plans.

Mr Chia Soon Loi and Mr Hu I-Lung do not have any familial relationship.

Provision 3.3 – Lead Independent Director

The Board is of the view that there are sufficient safeguards and checks in place to ensure that there is a good balance of power, accountability and capacity of the Board for independent decision-making. The Board had appointed Mr Ambrose Law as the Lead Independent Director. Shareholders with concerns may contact him directly, when contact through the normal channels via the Non-Executive and Non-Independent Chairman, the Acting CEO or the CFO has failed to provide satisfactory resolution, or which such contact is inappropriate.

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 – NC's duties and composition

All Board members, including the Lead Independent Director, are members of the NC. At least half of the NC members, including the NC Chairman, are independent directors:

Wang, Han-Min (Chairman)
Ambrose Law
Chen, Tie-Min
Chia Soon Loi

The NC, which has written terms of reference, is responsible for making recommendations to the Board on all Board appointments and re-appointments. The key terms of reference of the NC, which are in line with the Code, are as follows:

- identifying candidates and review all nominations for the appointment or re-appointment of members of the Board and to determine the selection criteria;
- reviewing succession plans for Directors, in particular the Chairman and the Acting CEO;
- ensuring that all Board appointees undergo an appropriate induction programme;
- reviewing regularly the Board structure, size and composition and making recommendations to the Board with regard to any adjustments that are deemed necessary;
- identifying gaps in the mix of skills, experience and other qualities required in an effective Board and nominating or recommending suitable candidates to fill these gaps;
- deciding whether a director is able to and has been adequately carrying out his duties as director of the Company, particularly where the director has multiple board representations;

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- reviewing the independence of each director annually;
- deciding how the Board's performance, Board Committees and directors may be evaluated and propose objective performance criteria for the Board's approval; and
- evaluating the effectiveness of the Board as a whole and assessing the contribution by each individual director, to the effectiveness of the Board.

The NC held one meeting and the principal activities of the NC during FY2025 are summarised below:

- a. reviewed and recommended to the Board the nomination of Directors for re-election at the AGM;
- b. reviewed other directorships and principal commitments held by each Director and decided whether a Director is able to carry out, and has been adequately carrying out, his/her duties as a Director;
- c. reviewed the findings of the assessments on the effectiveness of the Board as a whole, the Board Committees and the individual Directors;
- d. reviewed the size and composition of the Board and each Board Committee;
- e. reviewed composition of the Board and the Board Diversity Policy; and
- f. reviewed and assessed the independence of each Independent Director.

Provision 4.1(a) – Succession Planning

The NC regards succession planning as an important part of corporate governance and places strong emphasis on its recommendations to the Board on relevant matters relating to succession plans for the Board, key management personnel and other senior members of the Management.

In reviewing succession plans, the NC considers the Company's strategic priorities and the factors affecting the long-term success of the Company.

In relation to succession plans for Directors, the NC aims to maintain an optimal Board composition by considering the trends affecting the Company, reviewing the skills needed, and identifying gaps (including considering whether there is an appropriate level of diversity of thought). In relation to succession plans for key management personnel, the NC takes an active interest in how key talent is managed within the Group and reviews the mechanisms for identifying strong candidates and developing them to take on senior positions in the future.

The NC also considers different time horizons for succession planning as follows: (1) long-term planning, to identify competencies needed for the Company's strategy and objectives, (2) medium-term planning, for the orderly replacement of Board members and key management personnel, and (3) contingency planning, for preparedness against sudden and unforeseen changes.

Provision 4.3 - Process for selection and appointment of new Directors

The NC has put in place a formal process for the selection of new Directors to increase transparency of the nomination process in identifying and evaluating nominees for Directors. The NC leads the process as follows:

- The NC evaluates the balance of skills, knowledge and experience of the existing Board and the requirements of the Group, taking into consideration the requirements in the Board Diversity Policy. Following such evaluation, the NC determines the role and the key attributes that an incoming Director should have.
- After endorsement by the Board of the key attributes, the NC, in its search and nomination process for new directors, at its disposal, search companies, personal contacts and recommendations, to cast its net as wide as possible for the right candidates, taking into consideration diversity requirements. The NC also taps on resources such as Directors' personal contacts and recommendations for potential candidates and goes through a short-listing process. If candidates identified from this process are not suitable, executive recruitment agencies will be appointed in the search process. No external search consultant was engaged in FY2025.

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- The NC meets with the shortlisted candidate(s) to assess suitability and to ensure that the candidate(s) is/are aware of the expectations and the level of commitment required.
- The NC recommends the most suitable candidate to the Board for appointment as Director.

The NC and the Board will also take into consideration whether a Director had previously served on the board of a company with an adverse track record or with a history of irregularities or is or was under investigation by regulators. The NC and the Board will also assess whether a Director's resignation from the board of any such company casts any doubt on the director's qualification and ability to act as a Director of the Company.

Provision 4.3 – Process for re-election/re-appointment of Directors

The NC is responsible for making recommendations for the re-election/re-appointment of Directors. In its deliberations on the re-election of existing Directors, the NC takes into consideration the Director's contribution and performance.

In reviewing and recommending to the Board the re-nomination and re-election of existing directors, the NC takes into consideration the Directors' contribution and performance at Board meetings, including attendance record, level of preparedness, participation and candour at the meetings of the Board and Board Committees, as well as the quality of participation and contribution.

All Directors submit themselves for re-nomination and re-election at regular intervals of at least once every three years. Regulation 111 of the Company's Constitution provides that at least one-third of the Directors for the time being (or, if their number is not a multiple of three, the number nearest to but not less than one-third) shall retire from office by rotation and be subject to re-election at the Company's AGM.

In addition, Regulation 115 of the Company's Constitution provides that a Director appointed by the Board, to fill a casual vacancy or as an additional Director during the year, must retire and submit himself/herself for re-election at the next AGM following his/her appointment. Thereafter, he is subject to re-election at least once every three years. Any Director retiring pursuant to Regulation 115 shall not be taken into account in determining the number of Directors who are to retire by rotation at such meeting.

Pursuant to Regulation 111 of the Company's Constitution, Mr Ambrose Law and Prof Wang, Han-Min will retire by rotation at the forthcoming AGM.

The NC is satisfied that Mr Ambrose Law and Prof Wang, Han-Min, who are retiring in accordance with the Company's Constitution at the forthcoming AGM, are properly qualified for re-election by virtue of their skillset and experience, and their contribution in terms of guidance and time to the Board. Accordingly, the NC has recommended to the Board the re-election of these two Directors.

Mr Ambrose Law, upon re-election as a Director of the Company, will remain as Lead Independent Director of the Company, Chairman of the AC and a member of the NC and the RC, and he will be considered independent.

Prof Wang, Han-Min, upon re-election as a Director of the Company, will remain as Independent Director of the Company, Chairman of the NC and a member of the AC and the RC, and he will be considered independent.

Each member of the NC abstains from making any recommendations and/or participating in any deliberation of the NC and from voting on any resolution, in respect of the assessment of his own performance or re-nomination as a Director.

Mr Ambrose Law and Prof Wang, Han-Min have respectively given their consent to continue in office.

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The requirements under Rule 720(6) of the SGX-ST Listing Manual are set out below:

Name of Person	Ambrose Law	Wang, Han-Min
Date of Appointment	31 December 2021	31 December 2021
Date of last re-election /re-appointment (if applicable)	29 April 2024	29 April 2024
Age	69	69
Country of principal residence	Singapore	Taiwan, Republic of China
The Board's comments on this appointment / re-election (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	<p>The Nominating Committee ("NC"), having considered the attendance and participation of Mr Ambrose Law at Board and Board Committees' meetings, and taking into account Mr Ambrose Law's track record, experience and capabilities to, amongst others, provide insight and guidance to the Group's business and strategies, had recommended to the Board the re-election of Mr Ambrose Law who will be retiring pursuant to Regulation 111 of the Company's Constitution at the forthcoming AGM.</p> <p>The Board supported the NC's recommendation.</p> <p>Mr Ambrose Law had abstained from voting on any resolution and making any recommendation and/or participating in the deliberation in respect of his own re-election.</p>	<p>The NC, having considered the attendance and participation of Prof Wang, Han-Min at Board and Board Committees' meetings, and taking into account Prof Wang, Han-Min's track record, experience and capabilities to, amongst others, provide insight and guidance to the Group's business and strategies, had recommended to the Board the re-election of Prof Wang, Han-Min who will be retiring pursuant to Regulation 111 of the Company's Constitution at the forthcoming AGM.</p> <p>The Board supported the NC's recommendation.</p> <p>Prof Wang, Han-Min had abstained from voting on any resolution and making any recommendation and/or participating in the deliberation in respect of his own re-election.</p>
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 the AC and a member of the NC and the RC	Independent Director, Chairman of the NC and a member of the AC and the RC
Professional qualifications	Please refer to the Directors' profile in the Annual Report.	
Working experience and occupation(s) during the past 10 years	Please refer to the Directors' profile in the Annual Report.	
Shareholding in the listed issuer and its subsidiaries	Nil	Nil
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	Nil	Nil
Conflict of interests (including any competing business)	No	No
Undertaking submitted to the listed issuer in the form of Appendix 7.7 under Rule 720(1) of the SGX-ST Listing Manual has been submitted to the listed issuer	Yes	Yes

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Name of Person	Ambrose Law	Wang, Han-Min
<i>Other Principal Commitments*</i>	<i>Please refer to the Directors' profile in the Annual Report.</i>	
<i>Directorships</i>		
Past (for the last 5 years)	Able Seas Limited	No
Present	Director of:- <ul style="list-style-type: none"> • Cola-Cola Europacific Partners Investments (Singapore) Pte. Ltd. • Civmec Limited 	No

**The term "principal commitments" shall include all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments.*

Mr Ambrose Law and Prof Wang, Han-Min confirm that their responses to declaration items (a) to (k) of Appendix 7.4.1 of the SGX-ST Listing Manual are a "no".

Provision 4.4 – Review of Directors' independence

The NC determines the independence of each Director annually. For the purpose of determining Directors' independence, every Independent Director has completed and submitted a Declaration for FY2025 or during their appointment as Independent Directors, which is deliberated upon by the NC and the Board.

The Board reviews and determines whether each Director is independent, taking into account the views of the NC and any existence of relationship or circumstances, including those identified by the Code, that are relevant in its determination as to whether a Director is independent.

After taking into account the views of the NC, the Board considers that Mr Ambrose Law and Prof Wang, Han-Min are independent in character and judgement and that there are no relationships or circumstances which are likely to affect or could appear to affect the Directors' judgement.

Each Independent Director had recused himself from the NC's and Board's deliberations on his own independence.

All Independent Directors have also confirmed their independence in accordance with the Declaration of Independence for FY2025. The Board reviews and determines whether each Director is independent, taking into account the views of the NC, Rule 210(5)(d) of the SGX-ST Listing Manual and any existence of relationship or circumstances, including those identified by the Code, that are relevant in its determination as to whether a Director is independent.

None of the Independent Directors have served on the Board beyond nine (9) years from the date of their first appointment.

Provision 4.5 - Directors' time commitments and multiple Directorships

The NC has adopted internal guidelines addressing competing principal commitments that are faced when directors serve on multiple boards. The guideline provides that each Director should hold no more than six listed company board representations.

A summary of the multiple board representations of each Director will be tabled at the NC meeting annually. Each Director is also required to confirm annually to the NC as to whether he/she has any issue with competing time commitments which may impact his/her ability to provide sufficient time and attention to his/her duties as a Director.

In respect of FY2025, the NC was satisfied that sufficient time and attention are being given by the directors to the affairs of the Company and Group, notwithstanding that some of the directors have multiple board representations and that each director's directorship was in line with the Company's guideline of a maximum of six listed company board representations and that each director has discharged his duties adequately.

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Key information on the Directors as at 31 December 2025 is set out below:

Name of Director ⁽¹⁾	Position	Date of first appointment as a Director	Date of last re-election as a Director	Present directorships or chairmanships in other listed companies	Past directorships or chairmanships held over the preceding three years in other listed companies	Due for re-election at the forthcoming AGM
Chia Soon Loi	Non-Independent and Non-Executive Chairman	17 November 2004	30 April 2025	Nil	Nil	N.A.
Chen, Tie-Min	Senior Executive Director	30 August 2004	30 April 2025	Yageo Corporation ⁽²⁾ Tong Hsing Electronic Industries, Ltd. ⁽²⁾ Advanced Power Electronics Corp., Ltd. ⁽²⁾	N.A.	N.A.
Ambrose Law	Lead Independent Director	31 December 2021	29 April 2024	Civmec Limited ⁽³⁾	Nil	Retirement by rotation (Regulation 111)
Wang, Han-Min	Independent Director	31 December 2021	29 April 2024	Nil	Nil	Retirement by rotation (Regulation 111)

Notes:

- (1) The details of the Directors' principal commitment and credentials including working experience, academic and professional qualifications, shareholding in the Company and its related corporations and directorships can be found in the Board of Directors and Directors' Statement sections of this Annual Report.
- (2) Listed on the Taiwan Stock Exchange.
- (3) Listed on the Australian Securities Exchange and the Singapore Exchange.

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 – Assessments of the Board, Board Committees and individual Directors

The Board has implemented a process carried out by the NC, for assessing the effectiveness of the Board as a whole and that of each of its Board Committees and individual Directors on an annual basis.

The NC reviews the criteria for evaluating the Board's performance and recommends to the Board a set of objective performance criteria focusing on enhancing long-term shareholders' value. Based on the recommendations of the NC, the Board has established processes for evaluating the effectiveness of the Board as a whole, its Board Committees, and for assessing the contribution by the Chairman of the Board and each individual director to the effectiveness of the Board.

The performance criteria for the Board evaluation includes an evaluation of the size and composition of the Board, the Board's access to information, accountability, Board processes, Board performance in relation to discharging its principal responsibilities, communication with the Management and standards of conduct of the directors.

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In the course of the year, the NC has conducted assessments on the effectiveness of the Board as a whole, the Board Committees and the individual Directors by preparing questionnaires to be completed by each director or the members of the respective Board Committees, which were collated and the findings analysed and discussed, with a view to implementing certain recommendations to further enhance the effectiveness of the Board.

The Chairman of the Board would act on the results and recommendations from these performance evaluations, if required.

The NC is generally satisfied with the performance of the Board, the individual Directors and the Board Committees for FY2025. No significant problems were identified.

No external facilitator has been engaged.

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 and 6.2 – RC's duties and composition

The RC comprises the following three members, majority of whom are independent directors:

Chia Soon Loi (Chairman)
Ambrose Law
Wang, Han-Min

The members of the RC carried out their duties in accordance with terms of reference (which are in line with the Code) which include the following:

- reviewing directors' fees to ensure that they are at sufficiently competitive levels;
- reviewing and approving any proposal relating to and administer the Company's Performance Share Plan (the "**Plan**") for directors of the Company and employees of the Group;
- reviewing and advising the Board on the general framework of the terms of appointment and remuneration of its members, the Acting CEO, key executive officers of the Group and all managerial staff who are related to any of the directors or the Acting CEO;
- reviewing the terms of the employment arrangements with the Management so as to develop consistent group wide employment practices subject to regional differences;
- reviewing the Group's obligations arising in the event of termination of the executive directors' and key management personnel's contracts of service, to ensure that such contracts of service contain fair and reasonable termination clauses which are not overly generous;
- recommending to the Board in consultation with senior management and the Chairman of the Board, any long term incentive scheme; and
- reviewing and approving any proposals or recommendations relating to key executive officers' remuneration.

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The RC had met twice and the principal activities of the RC during FY2025 are summarised below:

- a. reviewed and recommended to the Board the special year-end bonus to key management personnel;
- b. reviewed and recommended to the Board the remuneration of the Acting CEO, Executive Director(s), Key Management Personnel of the Group and those employees who are substantial shareholders of the Company, or are immediate family members of any Director, the Acting CEO or a substantial shareholder of the Company (if any);
- c. reviewed the terms of contracts of service that were due for renewal (if any); and
- d. reviewed and recommended to the Board the Directors' fees.

Mr Chia Soon Loi is considered as non-independent by virtue of his shareholding interest in the Company. As disclosed under provisions 6.3 and 6.4 below, the RC's recommendations in respect of developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel were made in consultation with the Chairman of the Board and the Independent Directors. None of the members of the RC or any Director is involved in deliberations in respect of any remuneration, compensation, share-based incentives or any form of benefits to be granted to him. In addition, each member of the RC will abstain from making any recommendation and/or participating in any deliberations of the RC, and voting on any resolutions, in respect of his own remuneration.

Notwithstanding provision 6.2 of the Code and the RC Terms of Reference, the NC and the Board are satisfied that the RC will be able to discharge its duties effectively and objectively as Mr Chia Soon Loi shall abstain from voting on any resolutions and making any recommendation and/or participating in deliberation in respect of matters which he has interest in and taking into account that majority of the members of the RC are independent directors, which is consistent with the intent of principle 6 of the Code.

Provisions 6.3 and 6.4 – Remuneration framework and engagement of remuneration consultants, if any

The Company has a framework of remuneration for Executive Director, staff related to Directors (if any) and other key management personnel.

The remuneration framework seeks to ensure that the Group is able to attract, motivate and retain employees to deliver long-term shareholder returns, taking into consideration risk management principles and standards set out in the Code. The following shows the three main thrusts of the Group's remuneration strategy and how they are implemented within the Group:

Main thrusts	Details
Pay for performance	<ul style="list-style-type: none"> • Instill and drive a pay-for-performance culture • Ensure close linkage between total compensation and annual and long-term business objectives • Calibrate mix of fixed and variable pay to drive sustainable performance that is aligned to the Group's values, taking into account qualitative and quantitative factors
Competitive market pay	<ul style="list-style-type: none"> • Benchmarking total compensation against other organisations of similar size and standing in the markets that the Group operates in
Guarding against excessive risk-taking	<ul style="list-style-type: none"> • Focus on achieving risk-adjusted returns that are consistent with prudent risk and capital management as well as emphasis on long-term sustainable outcomes • Design payout structure to align incentive payments with the long-term performance of the Group, for instance, certain components of the incentive payments will be paid over the course of a specified period of time, and providing for clawback arrangements in the service contract of the relevant personnel, if necessary

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Under this framework, the total remuneration comprises fixed and variable components. The fixed component comprises basic salary and fixed allowances.

In setting remuneration packages, the RC takes into account pay and employment conditions within the same industry and with comparable companies, as well as the Group's relative performance and the performance of individual Directors and key management personnel.

The variable component comprises non-contractual performance bonus that are linked to corporate and individual performance with respect to that payment. All year-end bonus and special bonus, if any, are subject to the RC's review and recommendation to the Board.

The RC's recommendations were made in consultation with the Chairman of the Board and none of the members of the RC or any Director is involved in deliberations in respect of any remuneration, compensation, share-based incentives or any form of benefits to be granted to him.

There are no contractual provisions to allow the Company to reclaim incentive components of remuneration from the Senior Executive Director and key management personnel in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company. In the event of a misstatement of financial results or of misconduct resulting in financial loss to the Company, the RC may, in its absolute discretion, reclaim incentive components of remuneration from the Executive Director or key management personnel, to the extent that such incentive has not been released or disbursed. The Company should also be able to avail itself to remedies against its Senior Executive Director or key management personnel in the event of such breach of fiduciary duties.

There are also no termination, retirement and post-employment benefits that may be granted to Directors, the Acting CEO and the top three key management personnel (who are not Directors or the Acting CEO) for FY2025.

Framework for NEDs' fees

The RC reviews the scheme put in place by the Company for rewarding the NEDs to ensure that the compensation is commensurate with the responsibilities of, and the time and effort expended by, the NEDs.

Having regard to the scope and extent of the responsibilities and obligations of the NEDs, prevailing market conditions, and taking reference from fees against comparable benchmarks, the RC had recommended to the Board an amount of S\$260,000 as Directors' fees for the year ending 31 December 2026, payable quarterly in arrears. This recommendation had been agreed by the Board and will be tabled at the forthcoming AGM for shareholders' approval.

The RC did not engage the services of an external remuneration advisor during the financial year under review. Nevertheless, the RC has access to expert professional advice on remuneration matters as and when necessary.

Each member of the RC will abstain from making any recommendation and/or participating in any deliberations of the RC, and voting on any resolutions, in respect of his own remuneration.

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 to 7.3, and provision 8.3 – Level and mix of remuneration

In setting remuneration packages, the RC takes into consideration the prevailing economic situation, the pay and employment conditions within the industry and in comparable companies. As part of its review, the RC ensures that the performance related elements of remuneration form a significant part of the total remuneration package of executive directors and is designed to align the directors' interests with those of shareholders, promote the long-term success of the Group, and link rewards to corporate and individual performance. The RC also reviews all matters concerning the remuneration of NEDs to ensure that the remuneration commensurate with the contribution and responsibilities of the directors.

The Company submits the quantum of directors' fees for each year to the shareholders for approval at each AGM.

Corporate Governance Report

NEDs are not subject to service agreements whilst the Senior Executive Director has entered into a service agreement with the Company.

Each member of the RC will abstain from any resolutions and make any recommendation and/or participating in any deliberations of the RC in respect of his own remuneration.

Disclosure on Remuneration

Principle 8: The company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.

Provision 8.1 – Remuneration of Directors and Acting CEO and top three key management personnel

A breakdown of the remuneration of the directors and the top three key management personnel (who are not directors or the CEO) for FY2025 are set out below:

Remuneration of the Directors and the Acting CEO

Name	Salary⁽¹⁾	Bonus⁽¹⁾	Director's Fees⁽²⁾	Share Options	Share-Based Incentives	Total	S\$
	%	%	%	%	%	%	
Acting CEO							
Hu, I-Lung	35	65	-	-	-	100	231,166
Senior Executive Director							
Chen, Tie-Min	43	23	34	-	-	100	235,522
Non-Executive and Non-Independent Director							
Chia Soon Loi	-	-	100	-	-	100	80,000
Independent Directors							
Ambrose Law	-	-	100	-	-	100	50,000
Wang, Han-Min	-	-	100	-	-	100	50,000

Notes:

(1) These are under the service agreements and/or employment contracts.

(2) The directors' fees had been approved at the Company's AGM held in 2025.

Corporate Governance Report

Remuneration of the top three key management personnel (who are not Directors or the Acting CEO)

Remuneration band and names of the key management personnel (who are not directors or the Acting CEO)	Based/fixed salary ⁽¹⁾	Variable or performance related income/bonus ⁽¹⁾	Benefits in Kind	Total Remuneration
S\$250,000 and below				
Warren Yu	43%	57%	-	100%
Chideng Cheng	43%	57%	-	100%
George Wang, Tsai-Wei	65%	35%	-	100%
Total:				S\$457,423⁽²⁾

Notes:

(1) These are under the service agreements and/or employment contracts.

(2) The total aggregate remuneration paid to the top 3 key management personnel (who are not directors or the Acting CEO) for FY2025 was S\$457,423.

There were only three key management personnel during the financial year under review. The remuneration of the key management personnel of the Group is not disclosed in dollar terms as the Company considers information pertaining to the remuneration of its key management personnel commercially sensitive, given the highly competitive environment the Group operates in. Instead, the disclosures had been provided in the band of S\$250,000 and below, with the total aggregate remuneration paid to the top three key management personnel and a breakdown in percentage of the remuneration earned through based/fixed salary, variable or performance-related income/bonus and/or benefits in kind.

Despite having varied from provision 8.1(b) of the Code, the Board believes that consistent with the intent of principle 8 of the Code, sufficient information has been disclosed for shareholders' understanding with respect to the Group's level and mix of remuneration.

There were no employees who are substantial shareholders or immediate family members of a Director, the Acting CEO or a substantial shareholder of the Company, and whose remuneration exceeds S\$100,000 for FY2025.

ACCOUNTABILITY AND AUDIT**Risk Management and Internal Control**

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 – Maintenance of a sound system of risk management internal controls

The Board, with the support from the AC, is responsible for ensuring that the Management maintains a sound system of risk management and internal controls to safeguard the assets and interests of the Group and that of the Company's stakeholders.

In particular, the Board, with support from the AC, is responsible for ensuring that the Company puts in place adequate safeguards to address and mitigate any financial, operating and compliance risks, including sanctions-related risks. The Board and the AC will be responsible for (a) monitoring the Company's risk of becoming subject to, or violating, any sanctions-related law or regulation ("**Sanctions Law**"); and (b) ensuring timely and accurate disclosures to the SGX-ST and other relevant authorities. The AC shall also have the duty to assess whether there is a need to obtain independent legal advice or appoint a compliance adviser in relation to the sanctions-related risks applicable to the Company and continuous monitoring of the validity of the information provided to shareholders and the SGX-ST.

The Board and the AC, with the assistance of Messrs Crowe (TW) CPAs ("**Crowe Taiwan**" or "**Internal Auditors**"), have reviewed the adequacy and effectiveness of the Group's internal controls, including financial, operational, compliance and information technology controls, and risk management systems ("**Internal Control and Risk Management Systems**").

Corporate Governance Report

The Company's Internal Auditors conduct an annual review of the effectiveness of the key subsidiary's Internal Control and Risk Management Systems to ensure the adequacy thereof. This review is conducted by the Company's Internal Auditors who presented their findings to the AC. As part of the external audit plan, the external auditors, Messrs Deloitte & Touche LLP (the "**External Auditors**"), also review certain key accounting controls relating to financial reporting, covering only selected financial cycles and highlight material findings, if any, to the AC. The AC reviews the findings of both the Internal Auditors and the External Auditors and the effectiveness of the actions taken by the Management on the recommendations made by the Internal Auditors and External Auditors in this respect.

The system of internal control provides reasonable, but not absolute, assurance that the Group will not be adversely affected by any event that could be reasonably foreseen as it strives to achieve its business objectives. A summary in respect of the risk areas and the adequacy of the internal controls had been prepared and compiled by the head of each department. The Acting CEO and the CFO had reviewed the summary and found the internal controls adequate.

Financial risks relating to the Group set out in Note 4 to the Financial Statements of this Annual Report.

Provision 9.1 – Risks relating to Sanctions Law

The Board confirms that as at the date of this Annual Report, the Group is not at risk of being subject to any Sanctions Law.

Provision 9.2 – Written assurance regarding (i) financial records and financial statements and (ii) adequacy and effectiveness of the Group's risk management and internal control systems

The Board has written received assurance from the Acting CEO and the CFO that as at 31 December 2025:

- (a) the finance function is adequately staffed and the key personnel responsible for preparing or overseeing the preparation of financial statements are experienced, competent and appropriately qualified;
- (b) the relevant functions responsible for implementing, operating and monitoring the Group's internal controls and policies are competent and adequately resourced;
- (c) there is no uncertainty on any accounting treatment due to changes to accounting policies or occurrence of significant events;
- (d) nothing has come to their attention which would render the financial statements to be false or misleading in any material aspects;
- (e) the financial records of the Group have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances;
- (f) the Group's Internal Control and Risk Management Systems in place are adequate and effective in addressing its material risks in the Group's current business environment; and
- (g) there are no known significant deficiencies or lapses in the Group's Internal Control and Risk Management Systems which could adversely affect its ability to record, process, summarise or report financial data, or any fraud that involves the Management or other employees who have a significant role in the Group's Internal Control and Risk Management Systems.

The Board has also received written assurance from other key management personnel having authority and responsibility for planning, directing and controlling the activities of the Group, including implementing, operating and monitoring the Group's internal controls and policies, that as at 31 December 2025:

- (a) the relevant functions responsible for implementing, operating and monitoring the Group's internal controls and policies are competent and adequately resourced;
- (b) the Group's Internal Control and Risk Management Systems in place are adequate and effective in addressing its material risks in the Group's current business environment; and
- (c) there are no known significant deficiencies or lapses in the Group's Internal Control and Risk Management Systems which could adversely affect its ability to record, process, summarise or report financial data, or any fraud that involves the Management or other employees who have a significant role in the Group's Internal Control and Risk Management Systems.

Corporate Governance Report

Rule 1207(10) of the SGX-ST Listing Manual

Based on the internal controls established and maintained by the Group, reviews conducted by Management and work performed by the Internal Auditors and the External Auditors, as well as the assurance pursuant to provision 9.2 of the Code received from (i) the Acting CEO and the CFO and (ii) key management personnel, the Board, with the concurrence of the AC, is of the opinion that the Group's internal controls, addressing financial, operational, compliance and information technology controls, and risk management systems (including those relating to sanctions related risks) were adequate and effective as at 31 December 2025.

The Board and the AC wish to highlight that no system of internal controls could provide absolute assurance against the occurrence of material errors, poor judgment in decision-making, human error, losses, fraud or other irregularities.

Audit Committee

Principle 10: The Board has an AC which discharges its duties objectively.

Provisions 10.1 to 10.3 and 10.5 – Duties and composition of the AC

The AC comprises the following three members who are NEDs, majority of whom are Independent Directors:-

Ambrose Law (Chairman)
Wang, Han-Min
Chia Soon Loi

The members of the AC carried out their duties in accordance with terms of reference (which are in line with the Code) which include the following:

- investigating, with explicit authority, any matter within its terms of reference, with full access to and co-operation by the Management and full discretion to invite any Director or executive officer to attend its meetings, and reasonable resources to enable it to discharge its functions properly;
- reviewing and reporting to the Board at least once a year the adequacy and effectiveness of the Group's internal controls, including financial, operational, compliance, information technology controls and risk management systems;
- recommending to the Board the appointment, re-appointment and removal of the External Auditors and to approve the remuneration and terms of engagement of the External Auditors;
- ensuring that the internal audit function is adequately resourced and has appropriate standing within the Company;
- reviewing interested person transactions (if any) falling within the requirements of the SGX-ST Listing Manual; and
- reviewing policies and arrangements by which staff of the Company and any other persons may in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters and ensuring that arrangements are in place for the independent investigation of such matters and for appropriate follow up action.

All members of the AC have many years of experience in senior management positions in both financial and industrial sectors. The Board is of the view that the AC members, having recent and relevant accounting and related financial management expertise or experience, are appropriately qualified to discharge their responsibilities. None of the members of the AC are former partners or directors of the Company's existing external auditing firm or auditing corporation within a period of two years commencing on the date of their ceasing to be a partner of the auditing firm or director of the auditing corporation, and in any case, for as long as they have any financial interest in the Company's existing auditing firm or auditing corporation.

Corporate Governance Report

During the year, the AC held two meetings to review the following, amongst other things:

- the audit plans of the External Auditors and the Internal Auditors of the Company, and their reports arising from the audit;
- the adequacy of the assistance and co-operation given by the Management to the External Auditors and the Internal Auditors;
- the financial statements of the Company and the consolidated financial statements of the Group;
- the half-yearly and annual announcement of the results of the Group before submission to the Board for approval;
- the adequacy and effectiveness of the Group's internal controls in respect of the management, business and service systems and practices including financial, operational, compliance and information technology controls;
- independence, effectiveness and adequacy of the resources of the Company's internal audit function;
- legal and regulatory matters that may have a material impact on the financial statements, compliance policies and programmes and any reports received from regulators;
- the independence and objectivity of the External Auditors;
- the approval of compensation to the External Auditors;
- the nature and extent of non-audit services provided by the External Auditors;
- the recommendation to the Board for the appointment or re-appointment of the External Auditors and the Internal Auditors of the Company;
- to report actions and minutes of the AC to the Board with such recommendations as the AC considers appropriate; and
- interested person transactions to ensure that the current procedures for monitoring of interested person transactions have been complied with.

The External Auditors and the Internal Auditors have unrestricted access to the AC. During FY2025, the AC met with the External Auditors and the Internal Auditors separately, without the presence of the Management. These meetings enable the External Auditors and the Internal Auditors to raise issues encountered in the course of their work directly to the AC, if any.

The AC has undertaken a review of the independence and objectivity of the External Auditors and the non-audit services provided by the External Auditors and are satisfied that the nature and extent of such services do not affect the independence of the External Auditors. Details of the fees paid and payable to the auditors in respect of audit and non-audit services are disclosed in Note 10 to the Financial Statements of this Annual Report.

The Company is in compliance with Rule 712 and 715 (read with Rule 716) of the SGX-ST Listing Manual.

Deloitte & Touche LLP, the appointed auditors of the Group, is registered with the Accounting and Corporate Regulatory Authority ("ACRA") in Singapore. Together with the audit engagement partner and his team assigned to the audit of the Group, the AC was satisfied that the resources and experience of Deloitte & Touche LLP, the Audit Engagement Partner and his team assigned to the audit were adequate to meet their audit obligations, given the size, nature, operations and complexity of the Group. The External Auditors and the audit engagement partner have experience auditing SGX-listed companies.

The AC had also taken into consideration the Audit Quality Indicators Disclosure Framework published by the ACRA when recommending to the Board the re-appointment of the External Auditors.

Corporate Governance Report

The key audit matter considered by the AC in relation to this Annual Report is outlined below and was discussed with the External Auditors during the year and, where appropriate, addressed as a key audit matter as outlined in the Independent Auditor's Report of this Annual Report:

Key audit matter	How the AC responded to the Issue
Impairment assessment of property, plant and equipment ("PPE") and investment in a subsidiary	<p>The External Auditors have included the impairment assessment of PPE and investment in a subsidiary as a key audit matter in its audit report for FY2025.</p> <p>The AC challenged the approach and methodology applied i.e. discounted cash flow model used for the impairment assessment of PPE as well as the impairment assessment of investment in subsidiary. The AC reviewed the reasonableness of cash flow projections, capital expenditure requirements, terminal value, revenue growth rates and the discount rate used in the discounted cash flow model.</p>

Whistle blowing (Rules 1207(18A) and (18B) of the SGX-ST Listing Manual)

The Company has a whistle blowing policy which provides well-defined and accessible channels in the Group for a whistle blower to make a report to the Company on misconduct or wrongdoing relating to the Company and its officers.

The AC has also reviewed the adequacy of the whistle blowing arrangements instituted by the Group through which staff and external parties may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters.

The Group is committed to a high standard of ethical conduct and adopts a zero tolerance approach towards fraud and other misconduct.

To ensure that the identity of any whistle blower is kept confidential, the Company will treat all information received with utmost confidentiality. Anonymous disclosures will be accepted and anonymity honoured.

Furthermore, the Company is committed to protect the interests of any whistle blower against detrimental or unfair treatment. A key aim of the Company's whistle blowing policy as stated therein is to 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, to the extent where the situation allows.

The AC is responsible for the oversight and monitoring of whistle blowing. The Company has designated the AC to be the independent function to investigate whistleblowing reports made in good faith where the AC Chairman shall initiate an investigation of any complaint received. Following the investigation of the complaint, the AC Chairman or such other appropriate officer shall promptly provide detailed information about the investigation to the AC and the Board.

Reports of suspected fraud, corruption, dishonest practices or other forms of misconduct can be lodged by contacting the AC Chairman or his designate directly:

- (i) by post to the Company's registered office address with the envelope to be clearly labelled "To be opened by the Chairman of the Audit Committee or his designate only"; or
- (ii) by electronic mail to auditcommittee@gttw.com.tw.

Provision 10.4 - Internal Audit

Crowe Taiwan, a professional accounting firm, has been appointed to carry out the internal audit functions. Crowe Taiwan will carry out major internal control checks and compliance tests as instructed by the AC. The AC will review the internal auditors' reports and ensure that there are adequate internal controls in the Group.

The Internal Auditors are guided by the standards set by nationally or internationally recognised professional bodies including the Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors. Crowe Taiwan reports to the AC Chairman on audit matters and have unrestricted access to the AC. Crowe Taiwan also has unfettered access to all the Group's documents, records, properties and personnel.

Corporate Governance Report

The AC also reviews annually and approves the annual internal audit plans and resources to ensure that Crowe Taiwan has the necessary resources to adequately perform its functions effectively.

For FY2025, the AC is satisfied that the internal audit function is independent, effective and adequately resourced.

Interested Person Transactions

No interested person transactions (within the meaning of the SGX-ST Listing Manual) of S\$100,000 or more in value were entered into in FY2025:

Name of interested person	Nature of relationship	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than \$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920)	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than \$100,000)
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Nil

The Company does not have a general mandate from shareholders for interested person transactions pursuant to Rule 920 of the SGX-ST Listing Manual.

SHAREHOLDERS RIGHTS AND ENGAGEMENT

Shareholder Rights and Conduct of General Meetings

Principle 11: The company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company. The company gives shareholders a balanced and understandable assessment of its performance, position and prospects.

The Group recognises the importance of maintaining transparency and accountability to its shareholders. The Board ensures that all the Company's shareholders are treated equitably and the rights of all investors, including non-controlling shareholders are protected. In addition, shareholders are given a balanced and understandable assessment of its performance position and prospects.

Provisions 11.1 to 11.5 – Participation and voting at general meetings of shareholders

The Group strongly encourages shareholder participation during the general meetings which will be held in a central location in Singapore. Shareholders are able to proactively engage the Board and the Management on the Group's business activities, financial performance and other business related matters.

Shareholders are entitled to attend general meetings of the Company and are afforded the opportunity to participate effectively in and vote at these meetings. An independent polling agent is appointed by the Company for general meetings who will explain the rules, including the voting procedures, that govern the general meetings of shareholders.

Every matter requiring shareholders' approval is proposed as a separate resolution. The Company does not "bundle" resolutions, unless the resolutions are interdependent and linked as to form one significant proposal. Where the resolutions are "bundled", the Company will explain the reasons and material implications.

The Company is not implementing absentia voting methods such as voting by mail, electronic mail or facsimile until security, integrity and other pertinent issues are satisfactorily resolved. Nonetheless, the Company's Constitution allows shareholders to appoint not more than two proxies to attend, speak and vote in their stead at the AGM. A member who is a relevant intermediary (as defined in Section 181 of the Companies Act 1967) is entitled to appoint more than two proxies to attend, speak and vote at the general meetings, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. The proxy form must be deposited at the Company's registered office not less than 72 hours before the general meeting.

Corporate Governance Report

The Chairman of the Board and the respective Chairman of the AC, the NC and the RC are usually present and available at the general meetings to address shareholders' queries. Appropriate senior management personnel are also present at such meeting to address operational questions from shareholders. The External Auditors are also present to address shareholders' queries about the conduct of audit and the preparation and content of the auditors' report. The Directors' attendance at the general meetings of the Company held in 2025 is disclosed under provision 1.5 above.

The Company Secretaries prepare minutes of general meetings, which record substantial comments and queries from shareholders relating to the agenda of such meetings. The minutes of general meetings will be published on SGXNET and its corporate website within one month after such general meetings.

The Company gives shareholders a balanced and understandable assessment of its performance, position and prospects.

Poll voting at general meetings

All resolutions tabled by the Company at a general meeting are usually put to vote by poll.

Voting by poll allows for an equitable and transparent voting process. Shareholders will be better able to demonstrate their concerns in a manner more accurately reflective of their shareholdings. Independent scrutineers are appointed to conduct the voting process. The results of the voting at the general meetings showing the number of votes cast for and against each resolution and the respective percentages are shown to the shareholders at the end of each resolution before the chairman of the meeting makes a declaration on the passing (or not) of the resolution. In addition, the voting results at the general meetings and the name of the independent scrutineer will be announced via SGXNET immediately after each general meeting.

Electronic communications for documents

The Company's new Constitution permits it to serve or deliver documents on or to shareholders by sending or transmitting such documents as an electronic communication, including the sending of annual report to shareholders.

The Company's Constitution further provides that a Shareholder shall be implied to have consented and agreed to receive documents from the Company by way of electronic communications (including by publication on a website prescribed by the Company).

As part of its efforts to promote environmental conservation, the Company will not be despatching printed copies of its annual report for FY2025 ("**FY2025 Annual Report**"), Appendix in relation to the Proposed Renewal of the Share Purchase Mandate accompanying the Notice of AGM ("**Appendix**") and Letter to Shareholders in relation to the Proposed Capital Reduction and Cash Distribution ("**Letter to Shareholders**"), unless pursuant to a submitted request. Shareholders who wish to receive printed copies of the FY2025 Annual Report, the Appendix and the Letter to Shareholders are required to complete a Notification and Request Form and return it by 5.00 p.m. on Wednesday, 15 April 2026 in the following manner:

- (a) by depositing a physical copy (whether in person or by post) at the registered office of the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07, Keppel Bay Tower, Singapore 098632; or
- (b) by sending a scanned signed PDF copy by email to the Company at srs.requestform@boardroomlimited.com.

Notwithstanding the above, printed copies of the following documents will be despatched to the members:

- (i) the Notice of AGM;
- (ii) the Proxy Form for the AGM; and
- (iii) the Notification and Request Form.

The FY2025 Annual Report, the Appendix and the Letter to Shareholders will also be available for download or online viewing from the Company's corporate website (<https://www.gttw.com.tw/AGM.html>) and the Singapore Exchange Securities Trading Limited's website (<https://www.sgx.com/securities/company-announcements>). To view the FY2025 Annual Report, the Appendix and the Letter to Shareholders, please access (<https://www.gttw.com.tw/AGM.html>) or (<https://www.sgx.com/securities/company-announcements>). An internet browser and PDF reader will be required to view the abovementioned documents.

Corporate Governance Report

Provision 11.6 - Dividend policy

The Group does not have a fixed dividend policy at present. In the event that the Board decides not to declare or recommend a dividend, the Company would disclose the reason(s) for the decision together with the announcement of the financial statements. For FY2025, no dividend was declared as the Group is conserving its cash for business development and growth.

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.

Provisions 12.1 to 12.3 – Interaction/engagement with shareholders

The Company is committed to providing shareholders with adequate, timely and sufficient information pertaining to changes in the Group's business which could have a material impact on the Company's share price.

The Company adopts the practice of regularly communicating major developments in its businesses and operations through news releases and announcements via the SGXNet.

Although the Group does not have a written investor relations policy currently, it values dialogue sessions with its shareholders. During general meetings of the Company, the Board devotes time and attention to address questions from and concerns raised by shareholders and the Directors are generally present for the entire duration of the meetings. The chairman of the meeting will also endeavour to facilitate constructive dialogue between shareholders and the Board. In addition, members of the Board and key management personnel make themselves available to interact with shareholders both before and after general meetings. The Group believes in regular, effective and fair communication with shareholders and is committed to hearing shareholders' views and addressing their concerns.

Other than communicating with members of the Board and key management personnel at general meetings, shareholders may also contact the Company at ir@gttw.com.tw on any investor relations matters.

Shareholders should however be cognisant that the Company has to consider the interests of all shareholders and its other stakeholders as a whole and the Company cannot respond to questions involving price sensitive or trade sensitive information on a selective basis. In so far as there is any information known to the Company concerning it or any of its subsidiaries or associated company which is necessary to avoid the establishment of a false market in the Company's securities or would be likely to materially affect the price or value of the Company's securities, the Company will make a timely announcement on SGXNET.

Please also refer to provision 13.3 below for information relating to the Company's corporate website, which contains investor-related information.

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.

Provisions 13.1 and 13.2 – Identification and engagement with material stakeholder groups, including managing relationships with such groups

The Group believes that forging good relationships with its stakeholders is crucial for the sustainable growth of its business and identified its key stakeholders which include customers, employees, investors, shareholders, contractors, suppliers, government and regulators.

Corporate Governance Report

The Group has regularly engaged with its stakeholders through various channels during the financial year. The Group believes that such two-way communication is paramount for stakeholders to be kept abreast of our sustainability initiatives, as well as to gather feedback and concerns. Currently, workshops, surveys, and external audits are carried out to assess our business operations better and ensure their compliance with rules and regulations. The Group is confident that this approach will serve to align stakeholder concerns into its operational, reporting and organisational objectives.

The key areas of focus in relation to the management of stakeholder relationships are set out in the Company's annual sustainability report which will be issued in a separate report on 8 April 2026.

Provision 13.3 - Corporate website

The Group maintains a current and updated corporate website.

All materials on the half-year and full year financial results, as well as the latest annual report of the Company, are available on the Company's website at <https://www.gttw.com.tw/AGM.html>. The website also contains various other investor-related information about the Company which serves as an important resource for its Shareholders and all other stakeholders.

MATERIAL CONTRACTS

There are no material contracts entered by the Company and its subsidiaries involving the interest of the Acting CEO, each Director or controlling shareholders, either still subsisting at the end of the financial year or if not then subsisting, entered into since the end of the previous financial year.

DEALINGS IN SECURITIES

The Company has adopted a Code of Conduct for Dealing in Securities ("**Code of Conduct**") to provide guidance to its directors and officers of the Group with regard to dealings in the Company's securities.

In line with the Code of Conduct and Rule 1207(19) of the SGX-ST Listing Manual, the Company issues a notification to all officers of the Company informing them that they should not deal in the securities of the Company (including share buy-back of its own securities) during the period commencing one month before the announcement of the Company's half-year and full-year results until after the announcement. They are also discouraged from dealing in the Company's shares on short term considerations.

In view of the processes that are in place, in the opinion of the Directors, the Company has complied with the best practices on dealings in the Company's securities pursuant to Rule 1207(19) of the SGX-ST Listing Manual.



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Directors' Statement

The directors present their statement together with the audited consolidated financial statements of the Group and statement of financial position and statement of changes in equity of the Company for the financial year ended 31 December 2025.

In the opinion of the directors, the consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company as set out on pages 43 to 81 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the financial year then ended and at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts when they fall due.

1 DIRECTORS

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

Chia Soon Loi
Chen, Tie-Min
Ambrose Law Tiang Beng
Wang, Han-Min

2 ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS BY MEANS OF THE ACQUISITION OF SHARES AND DEBENTURES

Neither at the end of the financial year nor at any time during the financial year did there subsist any arrangement whose object is to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures in the Company or any other body corporate.

3 DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The directors of the Company holding office at the end of the financial year had no interests in the share capital and debentures of the Company and related corporations as recorded in the register of directors' shareholdings kept by the Company under Section 164 of the Companies Act 1967 except as follows:

Name of directors and company in which interests are held	Shareholdings registered in name of directors		Shareholdings in which directors are deemed to have an interest	
	At beginning of year	At end of year	At beginning of year	At end of year
The Company - Ordinary shares				
Chen, Tie-Min	3,785,549	3,785,549	-	-
Chia Soon Loi	2,524,250	2,524,250	-	-

The directors' interests in the shares and options of the Company at 21 January 2026 were the same at 31 December 2025.

Directors' Statement

4 SHARE OPTIONS

(a) Options to take up unissued shares

During the financial year, no options to take up unissued shares of the Company or any corporation in the Group were granted.

(b) Options exercised

During the financial year, there were no shares of the Company or any corporation in the Group issued by virtue of the exercise of an option to take up unissued shares.

(c) Unissued shares under options

At the end of the financial year, there were no unissued shares of the Company or any corporation in the Group under options.

5 AUDIT COMMITTEE

The Audit Committee of the Company, consisting all non-executive directors, is chaired by Mr Ambrose Law Tiang Beng, the Lead Independent Director, and includes Mr Chia Soon Loi, who is a non-executive and non-independent director and Mr Wang, Han-Min, who is an independent director. The Audit Committee has met twice since the last Annual General Meeting ("AGM") and has reviewed the following, where relevant, with the executive director and external and internal auditors of the Company:

- a) the audit plans and results of the internal auditors' examination and evaluation of the Group's systems of internal accounting controls;
- b) the Group's financial and operating results and accounting policies;
- c) the audit plans of the external auditors;
- d) the financial statements of the Company and the consolidated financial statements of the Group before their submission to the directors of the Company and external auditor's report on those financial statements;
- e) the half-yearly and annual announcements as well as the related press releases on the results and financial position of the Company and the Group;
- f) the co-operation and assistance given by management to the Group's external auditors; and
- g) the re-appointment of the external auditors of the Group.

The Audit Committee has full access to and has the co-operation of the management and has been given the resources required for it to discharge its function properly. It also has full discretion to invite any director and executive officer to attend its meetings. The external and internal auditors have unrestricted access to the Audit Committee.

The Audit Committee has recommended to the directors the nomination of Deloitte & Touche LLP for re-appointment as external auditors of the Group at the forthcoming AGM of the Company.

Directors' Statement

6 AUDITORS

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

ON BEHALF OF THE DIRECTORS

Chia Soon Loi

Chen, Tie-Min

Singapore
30 March 2026

Independent Auditor's Report

To the members of Global Testing Corporation Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Global Testing Corporation Limited (the "Company") and its subsidiary (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group and the statement of changes in equity of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 43 to 81.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and 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)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025, and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and of the 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"), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Singapore. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independent Auditor's Report

To the members of Global Testing Corporation Limited

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 year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters	How the matter was addressed in the audit
<p><u>Impairment assessment of property, plant and equipment and investment in a subsidiary</u></p> <p>The carrying value of property, plant and equipment (Note 17) constitutes 43.5% of the Group's total assets as at 31 December 2025 and the carrying value of investment in subsidiary (Note 16) constitutes 99.2% of the Company's total assets as at 31 December 2025.</p> <p>Management carried out a review of the recoverable amount of the Group's property, plant and equipment, which was determined on the basis of their value-in-use.</p> <p>In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate. This assessment requires the exercise of significant judgement about future market conditions and the Group's ongoing operations, such as revenue growth rate, capital expenditures, terminal value and discount rate.</p> <p>The recoverable amount of the Company's investment in subsidiary was also based on the value-in-use exercise explained above.</p>	<p>Our audit procedures focused on evaluating and challenging the key assumptions used by management in conducting the impairment assessment. These procedures included:</p> <ul style="list-style-type: none"> • comparing the key assumptions used in the impairment assessment, in particular the revenue growth rate and discount rate to available market information for reasonableness and involving our internal specialist in the review of the reasonableness of the discount rate used; • challenging the cash flow forecasts used, with comparison to recent performance, trend analysis and market expectations; • reviewing the valuation report by an independent valuer engaged by the Group to value the land and buildings, including their independence and competency; and • assessing the adequacy of the disclosures in Notes 3, 16 and 17 about the assumptions that are of most importance to the impairment assessment and the sensitivity of changes of these key assumptions.

Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

Independent Auditor's Report

To the members of Global Testing Corporation Limited

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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 year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Independent Auditor's Report

To the members of Global Testing Corporation Limited

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

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 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 Mr Tan Cheng Chua.

Deloitte & Touche LLP
Public Accountants and
Chartered Accountants
Singapore

30 March 2026

Consolidated Statement of Profit or Loss and other Comprehensive Income

Year ended 31 December 2025

	Note	Group	
		2025 US\$'000	2024 US\$'000
Revenue	6	46,390	41,520
Cost of sales		(36,141)	(32,099)
Gross profit		10,249	9,421
Other operating income	7	664	981
Distribution costs		(1,441)	(1,268)
Decrease in allowance for expected credit loss		7	2
Administrative expenses		(2,973)	(2,754)
Other operating expenses		(1,360)	(953)
Finance costs	8	(3)	(12)
Profit before income tax		5,143	5,417
Income tax expense	9	(1,275)	(270)
Profit for the year	10	3,868	5,147
Other comprehensive income:			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Remeasurement of defined benefit obligation		72	103
Income tax expense related to items that will not be reclassified subsequently		(14)	(20)
Other comprehensive income for the year, net of tax		58	83
Total comprehensive income for the year		3,926	5,230
Earnings per share (US cents)			
- Basic and diluted	11	11.57	14.96

See accompanying notes to financial statements.

Statements of Financial Position

31 December 2025

	Note	Group		Company	
		2025 US\$'000	2024 US\$'000	2025 US\$'000	2024 US\$'000
ASSETS					
Current assets					
Cash and cash equivalents	12	24,957	17,307	174	132
Investments in financial assets	13	-	3,000	-	-
Trade receivables	14	9,656	9,674	-	-
Other receivable and prepayments	15	634	869	119	177
Total current assets		35,247	30,850	293	309
Non-current assets					
Investment in subsidiary	16	-	-	35,989	36,820
Property, plant and equipment	17	28,133	26,569	-	-
Other receivables and prepayments	15	750	659	-	-
Deferred tax assets	18	481	789	-	-
Total non-current assets		29,364	28,017	35,989	36,820
Total assets		64,611	58,867	36,282	37,129
LIABILITIES AND EQUITY					
Current liabilities					
Trade payables	19	2,217	2,339	-	-
Other payables	20	9,724	7,636	7,541	6,512
Lease liabilities	21	58	59	-	-
Income tax payable		1,188	356	-	-
Total current liabilities		13,187	10,390	7,541	6,512
Non-current liabilities					
Lease liabilities	21	22	47	-	-
Deferred tax liabilities	18	115	151	-	-
Total non-current liabilities		137	198	-	-
Capital and reserves					
Share capital	22	27,738	29,376	27,738	29,376
Treasury shares	23	-	(720)	-	(720)
Legal reserve	24	4,704	3,903	-	-
Merger reserve	25	(764)	(764)	-	-
Contributed surplus	25	-	-	2,295	2,295
Accumulated profits (losses)		19,609	16,484	(1,292)	(334)
Total equity		51,287	48,279	28,741	30,617
Total liabilities and shareholders' equity		64,611	58,867	36,282	37,129

See accompanying notes to financial statements.

Statements of Changes in Equity

Year ended 31 December 2025

	Note	Share capital US\$'000	Treasury shares US\$'000	Legal reserve US\$'000	Merger reserve US\$'000	Accumulated profits US\$'000	Total US\$'000
Group							
Balance at 1 January 2024							
		30,810	(18)	3,509	(764)	11,648	45,185
<i>Total comprehensive income for the year:</i>							
Profit for the year		-	-	-	-	5,147	5,147
Other comprehensive income for the year		-	-	-	-	83	83
Total		-	-	-	-	5,230	5,230
<i>Transactions with owners, recognised directly in equity:</i>							
Repurchase of shares	23	-	(860)	-	-	-	(860)
Capital reduction	22	(1,276)	-	-	-	-	(1,276)
Appropriation to legal reserve		-	-	394	-	(394)	-
Cancellation of shares	23	(158)	158	-	-	-	-
Total		(1,434)	(702)	394	-	(394)	(2,136)
Balance at 31 December 2024							
		29,376	(720)	3,903	(764)	16,484	48,279
<i>Total comprehensive income for the year:</i>							
Profit for the year		-	-	-	-	3,868	3,868
Other comprehensive income for the year		-	-	-	-	58	58
Total		-	-	-	-	3,926	3,926
<i>Transactions with owners, recognised directly in equity:</i>							
Repurchase of shares	23	-	(272)	-	-	-	(272)
Capital reduction	22	(646)	-	-	-	-	(646)
Appropriation to legal reserve		-	-	801	-	(801)	-
Cancellation of shares	23	(992)	992	-	-	-	-
Total		(1,638)	720	801	-	(801)	(918)
Balance at 31 December 2025							
		27,738	-	4,704	(764)	19,609	51,287

See accompanying notes to financial statements.

Statements of Changes in Equity (Cont'd)

Year ended 31 December 2025

Note	Share capital US\$'000	Treasury shares US\$'000	Contributed surplus US\$'000	Accumulated losses US\$'000	Total US\$'000
	30,810	(18)	2,295	445	33,532
	-	-	-	(779)	(779)
	-	(860)	-	-	(860)
22	(1,276)	-	-	-	(1,276)
23	(158)	158	-	-	-
	(1,434)	(702)	-	-	(2,136)
	29,376	(720)	2,295	(334)	30,617
	-	-	-	(958)	(958)
	-	(272)	-	-	(272)
22	(646)	-	-	-	(646)
23	(992)	992	-	-	-
	(1,638)	720	-	-	(918)
	27,738	-	2,295	(1,292)	28,741

Company**Balance at 1 January 2024**

Loss for the year, representing total comprehensive loss for the year

Transactions with owners, recognised directly in equity:

Repurchase of shares

Capital reduction

Cancellation of shares

Total

Balance at 31 December 2024

Loss for the year, representing total comprehensive loss for the year

Transactions with owners, recognised directly in equity:

Repurchase of shares

Capital reduction

Cancellation of shares

Total

Balance at 31 December 2025

See accompanying notes to financial statements.

Consolidated Statement of Cash Flows

Year ended 31 December 2025

	Group	
	2025 US\$'000	2024 US\$'000
Operating activities		
Profit before income tax	5,143	5,417
Adjustments for:		
Depreciation of property, plant and equipment	5,683	5,812
Decrease in allowance for expected credit loss	(7)	(2)
Unrealized foreign exchange loss	-	1
Interest income	(627)	(733)
Interest expense	3	12
Operating profit before working capital changes	10,195	10,507
Trade receivables	25	(2,148)
Other receivables and prepayments	(2)	158
Trade payables	(122)	(338)
Other payables	1,004	697
Cash generated from operations	11,100	8,876
Withholding tax paid	(109)	(280)
Interest received	769	658
Net cash from operating activities	11,760	9,254
Investing activities		
Settlement of financial assets	3,000	6,015
Purchase of property, plant and equipment (Note A)	(6,124)	(6,730)
Net cash used in investing activities	(3,124)	(715)
Financing activities		
Proceeds from bank loans	-	1,918
Repayment of bank loans	-	(1,918)
Repayment of lease liabilities (Note B)	(65)	(80)
Purchase of treasury shares (Note 23)	(272)	(860)
Interest paid	(3)	(12)
Cash distribution to shareholders (Note C)	(646)	(1,276)
Net cash used in financing activities	(986)	(2,228)
Net increase in cash and cash equivalents	7,650	6,311
Cash and cash equivalents at beginning of year	17,307	10,996
Cash and cash equivalents at the end of the year	24,957	17,307

Note A: During the year, the Group purchased property, plant and equipment with an aggregated cost of US\$7,208,000 (2024 : US\$5,978,000), of which US\$1,885,000 (2024 : US\$801,000) (Note 20) remained unpaid at year end.

Note B: During the year, the Group entered into lease arrangements for certain plant and equipment amounting to US\$39,000 (2024 : US\$7,000). Cash payments of US\$65,000 (2024 : US\$80,000) was made for repayment of the lease obligations during the year.

Note C: During the year, the Company returned to the shareholders surplus capital of the Company in excess of its needs by way of a cash distribution of US\$646,000 (2024 : US\$1,276,000) (Note 22), of which US\$54,000 (2024 : US\$54,000) remained unpaid at year end.

See accompanying notes to financial statements.

Notes to Financial Statements

31 December 2025

1 GENERAL

The Company (Registration number 200409582R) is incorporated in Singapore with its registered office at 9 Straits View #06-07 Marina One West Tower Singapore 018937 and its principal place of business at No. 75 Guangfu Rd., Hu-Kou, Hsin-Chu Industrial Park, Hsin-Chu County, 303 Taiwan, Republic of China. The Company is listed on the Singapore Exchange Securities Trading Limited.

The principal activity of the Company is that of investment holding.

The principal activities of the subsidiary are described in Note 16 to the financial statements.

The consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company for the financial year ended 31 December 2025 were authorised for issue by the Board of Directors on 30 March 2026.

1.1 BASIS OF PREPARATION

The financial statements have been prepared on the historical cost basis, except as disclosed in the material accounting policy information, and are drawn up in accordance with the provisions of the Companies Act 1967 and Singapore Financial Reporting Standards (International) ("SFRS(I)s"). The financial statements are expressed in United States dollars.

1.2 ADOPTION OF NEW AND REVISED STANDARDS

In the current year, the Group and Company have applied all the new and revised SFRS(I)s that are mandatorily effective for an accounting period that begins on or after 1 January 2025. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements.

1.3 STANDARDS ISSUED BUT NOT EFFECTIVE

At the date of authorisation of these financial statements, the Group and Company have not applied the following SFRS(I) pronouncements that have been issued but are not yet effective:

Effective for annual periods beginning on or after 1 January 2026

- Amendments to SFRS(I) 9 and SFRS(I) 7: *Amendments to the Classification and Measurement of Financial Instruments*
- Annual improvements to SFRS(I)s – Volume 11

Effective for annual periods beginning on or after 1 January 2027

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

Management anticipates that the adoption of the above SFRS(I)s, SFRS(I) INTs and amendments to SFRS(I) in future periods will not have a material impact on the financial statements of the Group and Company in the period of their initial adoption except for the following:

SFRS(I) 18 *Presentation and Disclosures in Financial Statements*

SFRS(I) 18 replaces SFRS(I) 1-1, carrying forward many of the requirements in SFRS(I) 1-1 unchanged and complementing them with new requirements. In addition, some paragraphs from SFRS(I) 1-1 have been moved to SFRS(I) 1-8 and SFRS(I) 7. Furthermore, minor amendments to SFRS(I) 1-7 and SFRS(I) 1-33 *Earnings per Share* have been made.

Notes to Financial Statements

31 December 2025

1 GENERAL (cont'd)

1.3 STANDARDS ISSUED BUT NOT EFFECTIVE (cont'd)

SFRS(I) 18 introduces new requirements to:

- present specified categories and defined subtotals in the statement of profit or loss;
- provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements; and
- improve aggregation and disaggregation.

An entity is required to apply SFRS(I) 18 for annual reporting periods beginning or on or after 1 January 2027, with earlier application permitted. The amendments to SFRS(I) 1-7 and SFRS(I) 1-33, as well as the revised SFRS(I) 1-8 and SFRS(I) 7, become effective when an entity applies SFRS(I) 18. SFRS(I) 18 requires retrospective application with specific transition provisions. Management is in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group's consolidated statement of profit or loss, the consolidated statement of cash flows and the additional disclosures required for MPMs.

2 MATERIAL ACCOUNTING POLICY INFORMATION

2.1 SUBSIDIARIES

Subsidiaries are entities controlled by the Group. Control is achieved when the Group has power over the investee, is exposed, or has rights, to variable returns from its involvement with the investee, and has the ability to use its power to affect its returns. Details of the Group's significant subsidiary and composition of the Group are disclosed in Note 16.

Basis of consolidation

The consolidated financial statements of the Group incorporate the financial statements of the Company and its subsidiary. Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. When necessary, adjustments are made to the financial statements of subsidiaries to align their accounting policies with the those of the Group. All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between the members of the Group are eliminated on consolidation. Changes in the Group's interest in subsidiaries that do not result in a loss of control are accounted for as equity transactions.

Company's separate financial statements

Investment in subsidiary in the Company's separate financial statements is carried at cost less accumulated impairment losses.

Notes to Financial Statements

31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.2 FOREIGN CURRENCY TRANSACTIONS AND TRANSLATION

The individual financial statements of each Group entity are measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are presented in United States dollars, which is the functional currency of the Company and the presentation currency for the consolidated financial statements.

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

Exchange differences arising on the settlement of monetary items, and on retranslation of monetary items are included in profit or loss for the period. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the period except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income. For such non-monetary items, any exchange component of that gain or loss is also recognised in other comprehensive income.

2.3 FAIR VALUE MEASUREMENT

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for leasing transactions that are within the scope of SFRS(I) 16 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in SFRS(I) 1-2 *Inventories* or value in use in SFRS(I) 1-36 *Impairment of Assets*.

Fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- a) Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- b) Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- c) Level 3 inputs are unobservable inputs for the asset or liability.

Notes to Financial Statements

31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)**2.4 FINANCIAL INSTRUMENTS**

Financial assets and financial liabilities are recognised in the Group's statement of financial position when the Group becomes a party to the contractual provisions of the instruments.

Financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis.

Financial assets are initially measured at fair value (except for trade receivables that do not have a significant financing component which are measured at transaction price), net of transaction costs that are directly attributable to the acquisition or issue of financial assets (other than those at fair value through profit or loss). Transaction costs directly attributable to the acquisition or issue of financial assets at fair value through profit or loss are recognised immediately in profit or loss.

Classification of financial assets

Debt instruments that meet the following conditions are measured subsequently at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial assets other than purchased or originated credit-impaired financial assets (i.e. assets that are credit-impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost. For financial instruments other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired. For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset.

Interest income is recognised in profit or loss and is included in the "other operating income" line item.

Notes to Financial Statements

31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.4 FINANCIAL INSTRUMENTS (cont'd)

Financial assets (cont'd)

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses ("ECL") on trade and other receivables, and other debt instruments that are measured at amortised cost. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial asset.

The Group always recognises lifetime ECL for its trade receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12-month after the reporting date.

Significant increase in credit risk, default and write-off policies

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial asset as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

The Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial asset is determined to have low credit risk if i) the asset has a low risk of default, ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term, and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

The Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.4 FINANCIAL INSTRUMENTS (cont'd)

Financial assets (cont'd)

Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

Where lifetime ECL is measured on a collective basis to cater for cases where evidence of significant increases in credit risk at the individual instrument level may not yet be available, the financial instruments are grouped based on the nature of financial instruments. The Group's trade receivables with customers are each assessed as a separate group. Other receivables, including bank balances are assessed for expected credit losses on an individual basis. The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which the simplified approach was used.

The Group recognises changes in expected credit loss for its financial assets in profit or loss, with a corresponding adjustment to their carrying amount through a loss allowance account.

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities and equity

Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

Notes to Financial Statements

31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.4 FINANCIAL INSTRUMENTS (cont'd)

Financial liabilities and equity (cont'd)

Financial liabilities at amortised cost

Financial liabilities at amortised cost include trade and other payables. These are initially measured at fair value, net of transaction costs that are directly attributable to the acquisition or issue of the financial liabilities, and are subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

2.5 LEASES

The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. A right-of-use asset and a corresponding lease liability are recognised with respect to all lease arrangements, except for short-term leases (those with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

The incremental borrowing rate depends on the term, currency and start date of the lease, and is determined based on a series of inputs including: the risk-free rate based on government bond rates; a country-specific risk adjustment; a credit risk adjustment based on bond yields; and an entity-specific adjustment when the risk profile of the entity that enters into the lease is different to that of the Group and the lease does not benefit from a guarantee from the Group.

Lease payments included in the measurement of the Group's lease liabilities comprise mainly of fixed lease payments over the lease terms.

A right-of-use assets is initially measured at cost comprising the initial lease liability, any lease payments made at or before the commencement day (less any incentives received) and any initial direct costs. The right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses. The right-of-use assets are depreciated over the lease terms commencing from the date of the lease, and are tested for impairment in accordance with the policy similar to that adopted for property, plant and equipment.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

Notes to Financial Statements

31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)**2.6 PROPERTY, PLANT AND EQUIPMENT**

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

Depreciation is calculated using the straight line method to allocate the cost or revalued amounts of the asset (other than freehold land and capital projects under assembly), net of their residual values, over their estimated useful lives as follows:

Buildings	- 32 to 40 years
Plant and equipment	- 1 to 5 years
Motor vehicles	- 4 to 6 years
Furniture and fittings	- 5 to 10 years
Computer software	- 3 years

Freehold land is not depreciated.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Fully depreciated assets still in use are retained in the financial statements.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

2.7 IMPAIRMENT OF NON-FINANCIAL ASSETS

At each reporting date, the Group reviews the carrying amounts of the non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated based on the higher of fair value less costs of disposal and value in use, to determine the extent of the impairment loss (if any).

Where the asset does not generate cash flows that are independent from other assets, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

An impairment loss is recognised in profit or loss when the recoverable amount of an asset is less than its carrying amount.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, to the extent that the increase does not exceed the carrying amount that would have been determined had no impairment loss been recognised. A reversal of an impairment loss is recognised immediately in profit or loss.

Notes to Financial Statements

31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.8 PROVISIONS

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

2.9 REVENUE RECOGNITION

Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for estimated customer returns, rebates and other similar allowances.

Rendering of services

The revenue recognition accounting policy is determined based on the nature of the arrangements entered with customers. Revenue from rendering of services are recognised on a basis to depict the transfer of promised services to customers in an amount that reflects the consideration to which an entity expects to be entitled in exchange for the services. The arrangements under each contract with customer are assessed to identify the performance obligations, determine the transaction price allocated to each performance obligation, and the timing of the performance obligations being fulfilled.

Revenue from the rendering of services relate to the provision of testing services, of which the related performance obligation is fulfilled at the point in time when the testing services are completed according to the customers' service order specification. Estimated customers' claims based on established historical trend are recognised as a reduction from revenue.

Interest income

Interest income is accrued on a time proportionate basis, by reference to the principal outstanding and at the effective interest rate applicable.

2.10 RETIREMENT BENEFIT COSTS

Payments to defined contribution retirement benefit plans are recognised as an expense when employees have rendered the services entitling them to the contributions. A subsidiary, Global Testing Corporation, incorporated in Taiwan, Republic of China, operates a defined benefit retirement plan for its employees in Taiwan whereby eligible employees are entitled to receive benefits from the plan in one lump sum on the date of their retirement.

For defined benefit retirement plans, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at the end of each reporting period. Remeasurement, comprising actuarial gains and losses, the effect of the asset ceiling (if applicable) and the return on plan assets (excluding interest) are recognised immediately in the statement of financial position with a charge or credit to other comprehensive income in the period in which they occur. Remeasurement recognised in other comprehensive income are not reclassified. Past service cost is recognised in profit or loss when the plan amendment or curtailment occurs, or when the Group recognises related restructuring costs or termination benefits, if earlier. Gains or losses on settlement of a defined benefit plan are recognised when the settlement occurs. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. Defined benefit costs are split into three categories:

Notes to Financial Statements

31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)**2.10 RETIREMENT BENEFIT COSTS (cont'd)**

- Service costs, which include current service cost, past service cost and gains and losses on curtailments and settlements;
- Net interest expense or income; and
- Remeasurement

The Group presents the first two components of defined benefit costs in profit or loss in the line item cost of sales and administrative expenses.

The retirement benefit obligation/assets recognised in the statement of financial position represents the deficit or surplus in the Group's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plan.

2.11 EMPLOYEE LEAVE ENTITLEMENT

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of reporting period.

2.12 INCOME TAX

Income tax expense represents the sum of the current and deferred tax. It is recognised in profit or loss, except when it relates to items that are recognised in other comprehensive income or directly in equity, in which case the current and deferred tax is also recognised in other comprehensive income or directly in equity respectively.

Current tax

Current tax payable represents the amount expected to be paid to taxation authorities on taxable profit for the year, using tax rates enacted or substantively enacted at the reporting date and any adjustment to tax payable in respect of previous periods. The amount of current tax payable is the best estimate of the tax amount expected to be paid that reflects the uncertainty related to income taxes.

Deferred tax

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised.

Deferred tax liabilities are recognised for taxable temporary differences arising on investment in subsidiary, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets are recognised for deductible temporary differences associated with such investments and interests only if it is probable that future taxable amounts will be available to utilise those temporary differences.

Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised based on the tax laws and rates that have been enacted or substantively enacted at the reporting date.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Notes to Financial Statements

31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

2.13 CASH AND CASH EQUIVALENT

Cash and cash equivalents comprise cash on hand and demand deposits that are short-term, highly liquid investments and are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value.

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

Critical judgements in applying the Group's material accounting policies

Management is of the opinion that any instances of application of judgements are not expected to have a significant effect on the amounts recognised in the financial statements.

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, that have a significant risk of causing a material adjustment to the carrying amounts of specified assets and liabilities within the next financial year, are related to the following areas and discussed below.

(i) Impairment assessment of property, plant and equipment

Property, plant and equipment are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired. Where impairment indicators have been established, management estimates the recoverable amounts based on the higher of fair value less costs to sell or the value-in-use of the assets.

The value-in-use calculation requires the management to estimate the future cash flows expected from the cash-generating unit to which the property, plant and equipment belong, which involve key assumptions such as revenue growth rates, capital expenditures, terminal value and an appropriate discount rate in order to calculate the present value of the future cash flows expected.

Management has evaluated the recoverable amount of property, plant and equipment and is satisfied that no impairment loss is necessary. The carrying amount of the property, plant and equipment is disclosed in Note 17.

(ii) Impairment assessment of investment in subsidiary

Management reviews the investment in the subsidiary periodically to assess whether there is any indication of impairment. To determine whether the investment in the subsidiary is impaired, management exercises judgment and makes estimation of the recoverable amount of the investment considering the nature of the underlying net assets of the subsidiary. The recoverable amount calculation requires the management to estimate the future cash flows expected from the cash-generating unit which was based on the value-in-use exercise as disclosed in Note 3(i).

Management has determined that there is no impairment loss as at 31 December 2025 and 2024. The carrying value of investment in subsidiary is disclosed in Note 16.

Notes to Financial Statements

31 December 2025

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT**(a) Categories of financial instruments**

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

	Group		Company	
	2025 US\$'000	2024 US\$'000	2025 US\$'000	2024 US\$'000
Financial assets				
At amortised cost:				
- Trade receivables	9,656	9,674	-	-
- Other receivables	279	527	119	177
- Cash and cash equivalents	24,957	17,307	174	132
- Investments in financial assets	-	3,000	-	-
Total	34,892	30,508	293	309
Financial liabilities				
At amortised cost:				
- Trade payables	2,217	2,339	-	-
- Other payables	9,264	7,226	7,524	6,499
Total	11,481	9,565	7,524	6,499
Lease liabilities	80	106	-	-

(b) Financial instruments subject to offsetting, enforceable master netting arrangements and similar agreements

The Group and Company do not have any financial instruments which are subject to enforceable master netting arrangements or similar netting agreements.

(c) Financial risk management policies and objectives

The Group has risk management policies which cover the Group's overall business strategies and its risk management philosophy. The Group's overall risk management programme seeks to minimise potential adverse effects on the financial performance of the Group.

There have been no significant changes to the Group's exposure to these financial risks or the manner in which it manages and measures the risk. Market risk exposures are measured using sensitivity analysis indicated below.

(i) Foreign exchange risk management

The Group conducts its business predominantly in United States dollars and to a certain extent, in Taiwan dollars and Singapore dollars, and therefore is exposed to foreign exchange risk.

Notes to Financial Statements

31 December 2025

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (cont'd)**(c) Financial risk management policies and objectives (cont'd)****(i) Foreign exchange risk management (cont'd)**

At the end of the reporting date, the significant carrying amounts of monetary assets and monetary liabilities denominated in currencies other than the respective Group entities' functional currencies are as follows:

	Group			
	Assets		Liabilities	
	2025	2024	2025	2024
	US\$'000	US\$'000	US\$'000	US\$'000
Taiwan dollars	11,450	1,297	9,645	7,978
Singapore dollars	289	190	118	72
	Company			
	Assets		Liabilities	
	2025	2024	2025	2024
	US\$'000	US\$'000	US\$'000	US\$'000
Taiwan dollars	-	-	38	29
Singapore dollars	273	185	118	72

Foreign currency sensitivity

The following table details the sensitivity to a 5% increase in the relevant foreign currencies against the functional currency of each Group entity. 5% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the year end for a 5% change in foreign currency rates. If the relevant foreign currency strengthens by 5% against the functional currency of each Group entity, profit or loss will be positively (negatively) impacted as follows:

	Taiwan dollars		Singapore dollars	
	2025	2024	2025	2024
	US\$'000	US\$'000	US\$'000	US\$'000
<u>Group</u>				
Profit or loss	90	(334)	9	6
<u>Company</u>				
Profit or loss	(2)	(1)	8	6

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (cont'd)**(c) Financial risk management policies and objectives (cont'd)****(ii) Interest rate risk management**

The Group's primary interest rate risk relates to its bank balances which are arranged at variable rates and fixed deposits, investments in financial assets and lease liabilities which bear fixed interest rates. The interest rates of fixed deposits, investments in financial assets and lease liabilities are disclosed in Note 12, 13 and 21 to the financial statements respectively.

The Company is not exposed to significant interest rate risk as the intercompany loans are arranged at fixed rates.

Interest rate sensitivity

No sensitivity analysis is prepared as the Group does not expect any material effect on the Group's profit or loss and equity arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the reporting period.

(iii) Overview of the Group's exposure to credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group's maximum exposure to credit risk without taking into account any collateral held or other credit enhancements, which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties, arises from the carrying amounts of the respective recognised financial assets as stated in the consolidated statement of financial position.

In order to minimise credit risk, management determines credit risks of counterparties according to their degree of risk of default. Management uses other publicly available financial information and the Group's own records to rate its major customers and other debtors. The Group's exposure and the credit ratings of its counterparties are continuously monitored.

The Group's five largest customers collectively accounted for approximately 73.89% (2024 : 74.73%) of trade receivables as at year end. The Group believes that the concentration of its credit risk in trade receivables is mitigated substantially by its credit evaluation process, credit policies, credit control and collection procedures.

Notes to Financial Statements

31 December 2025

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (cont'd)**(c) Financial risk management policies and objectives (cont'd)****(iii) Overview of the Group's exposure to credit risk (cont'd)**

The tables below detail the credit quality of the Group's and Company's financial assets at amortised cost (excluding cash and cash equivalents placed with financial institutions), as well as maximum exposure to credit risk:

	Note	12-month or lifetime ECL	Gross carrying amount US\$'000	Loss allowance US\$'000	Net carrying amount US\$'000
<u>Group</u>					
<u>2025</u>					
Trade receivables	14	Lifetime ECL (simplified approach)	9,721	(65)	9,656
Other receivables	15	12-month ECL	279	-	279
Total				<u>(65)</u>	
<u>2024</u>					
Trade receivables	14	Lifetime ECL (simplified approach)	9,746	(72)	9,674
Other receivables	15	12-month ECL	527	-	527
Total				<u>(72)</u>	
<u>Company</u>					
<u>2025</u>					
Other receivables	15	12-month ECL	119	-	119
<u>2024</u>					
Other receivables	15	12-month ECL	177	-	177

For trade receivables, the Group has applied the simplified approach in SFRS(I) 9 to measure the loss allowance at lifetime ECL. The Group determines the expected credit losses on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of these assets is presented based on their past due status in terms of the provision matrix as set out in Note 14.

The Group and Company's cash and cash equivalents are placed with creditworthy financial institutions which management has assessed that the credit risk is low.

The Group and Company do not hold any collateral or other credit enhancements to cover its credit risks associated with its financial assets.

Notes to Financial Statements

31 December 2025

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (cont'd)**(c) Financial risk management policies and objectives (cont'd)****(iv) Liquidity risk management**

Prudent liquidity risk management implies maintaining sufficient cash and cash equivalents, working capital and the availability of funding through an adequate amount of credit facilities. Due to the high capital intensive nature of the semiconductor industry, the Group seeks to achieve flexibility in funding by maintaining a combination of committed and uncommitted credit lines with banks, and also entering into leasing arrangements for certain purchases of plant and equipment.

As at 31 December 2025, the Company has net current liabilities of US\$7,248,000 (31 December 2024 : US\$6,203,000). The Company's cash flows requirements are primarily financed through the subsidiary's operations and managed on a Group basis.

*Liquidity and interest risk analyses*Non-derivative financial liabilities

As at year end, the Group's non-derivative financial liabilities, except for lease liabilities, are non-interest bearing and are due on demand or within 1 year. Further details on the maturity analysis and interest rate of the lease liabilities are disclosed in Note 21.

As at year end, the Company's non-derivative financial liabilities, except for amount due to subsidiary, are non-interest bearing and are due on demand or within 1 year. The amount due to subsidiary bears fixed interest of 3.24% (2024 : 3.12%) per annum and are due on demand or within 1 year (Note 20).

Reconciliation of liabilities from financing activities

The table below details the key changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Financing cash flows		Non-cash changes	31 December 2025
	Proceeds	Repayment	New leases	
1 January 2025	US\$'000	US\$'000	US\$'000	US\$'000
Lease liabilities	106	-	(65)	39
				80

	Financing cash flows		Non-cash changes	31 December 2024
	Proceeds	Repayment	New leases	
1 January 2024	US\$'000	US\$'000	US\$'000	US\$'000
Bank loans	-	1,918	(1,918)	-
Lease liabilities	179	-	(80)	7
	179	1,918	(1,998)	106

Notes to Financial Statements

31 December 2025

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (cont'd)**(c) Financial risk management policies and objectives (cont'd)**(iv) Liquidity risk management (cont'd)Non-derivative financial assets

The following tables detail the expected maturity for non-derivative financial assets. The inclusion of information on non-derivative financial assets is necessary in order to understand the Group's liquidity risk management as the Group's liquidity risk is managed on a net asset and liability basis. The tables below have been drawn up based on the undiscounted contractual maturities of the financial assets including interest that will be earned on those assets except where the Group and the Company anticipates that the cash flow will occur in a different period. The adjustment column represents the possible future cash flows attributable to the instrument included in the maturity analysis which are not included in the carrying amount of the financial asset on the statement of financial position.

	Weighted average effective interest rate %	On demand or within 1 year US\$'000	Within 2 to 5 years US\$'000	Adjustment US\$'000	Total US\$'000
<u>Group</u>					
<u>2025</u>					
Non-interest bearing	-	9,889	81	-	9,970
Variable interest rate instruments	0.47	4,945	-	(23)	4,922
Fixed interest rate deposits	1.50 - 3.88	20,133	-	(133)	20,000
Total		34,967	81	(156)	34,892
<u>2024</u>					
Non-interest bearing	-	10,136	95	-	10,231
Variable interest rate instruments	0.70	5,144	-	(36)	5,108
Fixed interest rate deposits	4.50 - 5.20	15,432	-	(263)	15,169
Total		30,712	95	(299)	30,508
<u>Company</u>					
<u>2025</u>					
Non-interest bearing	-	119	-	-	119
Variable interest rate instruments	0.14	174	-	*	174
Total		293	-	*	293
<u>2024</u>					
Non-interest bearing	-	177	-	-	177
Variable interest rate instruments	0.70	133	-	(1)	132
Total		310	-	(1)	309

* Less than US\$1,000.

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4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (cont'd)**(d) Capital management policies and objectives**

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance.

The capital structure of the Group consists of equity attributable to equity holders of the Company, comprising share capital and reserves.

Management reviews the capital structure periodically. As part of this review, management considers the cost of capital and the risks associated with each class of capital. Management may then balance its overall capital structure through new share issues, share buy-backs and capital reduction as well as new debt.

The Group's overall strategy remains unchanged from prior year.

5 RELATED PARTY TRANSACTIONS

Some of the Group's and Company's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

Compensation of directors and other key management personnel ^(a)

	Group		Company	
	2025 US\$'000	2024 US\$'000	2025 US\$'000	2024 US\$'000
Director's fees ^(b)	199	194	199	194
Salaries and other short-term benefits	397	422	121	128
Total	596	616	320	322

(a) Other key management personnel refers to the Group's Acting Chief Executive Officer and Chief Financial Officer.

(b) Directors fees are fixed and paid in Singapore dollars.

The remuneration of directors and other key management personnel are determined by the Remuneration Committee having regard to the performance of the individuals and the performance of the Group.

6 REVENUE

	Group	
	2025 US\$'000	2024 US\$'000
Rendering of services	46,390	41,520

Revenue from the rendering of services pertain to testing services rendered to third parties, of which the related performance obligation is fulfilled at the point in time when the testing services are completed according to the customers' service order specification. Each service order with customers is negotiated and priced separately, with credit terms granted to customers generally between 30 to 90 days, invoiced after services are completed.

Notes to Financial Statements

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7 OTHER OPERATING INCOME

	Group	
	2025 US\$'000	2024 US\$'000
Interest income	627	733
Others	37	248
Total	664	981

8 FINANCE COSTS

Finance costs comprise interest expense, including fees arising from bank credit facilities.

	Group	
	2025 US\$'000	2024 US\$'000
Interest on bank loans	-	7
Interest on lease liabilities	3	5
Total	3	12

9 INCOME TAX EXPENSE

	Group	
	2025 US\$'000	2024 US\$'000
<u>Income tax expense recognised in profit or loss</u>		
Current tax expense	982	178
Deferred tax (Note 18)	258	96
Withholding tax	33	24
Under (Over) provision in respect of prior years	2	(28)
Net	1,275	270
<u>Income tax expense recognised in other comprehensive income</u>		
Deferred tax (Note 18)	(14)	(20)

Domestic income tax is calculated at 17% of the estimated assessable profit for the year. Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

Notes to Financial Statements

31 December 2025

9 INCOME TAX EXPENSE (cont'd)

The income tax expense varied from the amount of income tax expense determined by applying the Singapore income tax rate applicable to each financial year to profit before income tax as a result of the following differences:

	Group	
	2025 US\$'000	2024 US\$'000
Profit before income tax	5,143	5,417
Income tax expense at statutory rate of 17% (2024 : 17%)	(874)	(921)
Effect of expenses that are not deductible in determining taxable profit	(15)	(17)
Effect of unutilised tax losses and capital allowance not previously recognized	-	(27)
Effect of previously unrecognised and unused tax losses now recognised as deferred tax assets	-	1,290
Effect of different tax rate of a subsidiary operating in other jurisdiction	(351)	(421)
Tax on undistributed earnings of a subsidiary	-	(178)
(Under) Overprovision in respect of prior years	(2)	28
Withholding tax	(33)	(24)
Income tax expense recognised in profit or loss	(1,275)	(270)

10 PROFIT FOR THE YEAR

Profit for the year has been arrived at after charging (crediting):

	Group	
	2025 US\$'000	2024 US\$'000
Depreciation of property, plant and equipment	5,683	5,812
Expenses relating to short-term equipment leases	10,433	9,056
Foreign exchange loss (gain)	401	(210)
Decrease in credit loss allowance	(7)	(2)
Employee benefits expense (including directors' remuneration):		
- Staff costs	12,091	10,635
- Cost of defined contribution plan	484	438
- Defined benefit plan	(5)	(4)
Total	12,570	11,069
Audit fees:		
- Paid to auditors of the Company	53	53
- Paid to member firms of the auditors of the Company	47	47
Total	100	100
Non-audit fees:		
- Paid to auditors of the Company	3	3
- Paid to member firms of the auditors of the Company	11	11
Total	14	14

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31 December 2025

11 EARNINGS PER SHARE

	Group	
	2025	2024
Profit for the year (US\$'000)	3,868	5,147
Weighted average number of ordinary shares in issue during the year ('000)	33,419	34,401
Basic earnings per share (US cents)	11.57	14.96

Basic earnings per share is calculated by dividing the profit for the year by the weighted average number of ordinary shares in issue during the year.

Diluted earnings per share is the same as basic earnings per share as there are no dilutive instruments issued during the year or outstanding as at the end of the financial year.

12 CASH AND CASH EQUIVALENTS

	Group		Company	
	2025	2024	2025	2024
	US\$'000	US\$'000	US\$'000	US\$'000
Cash and bank balances	4,957	5,137	174	132
Fixed deposits	20,000	12,170	-	-
	24,957	17,307	174	132

As at 31 December 2025, cash and cash equivalents of the Group included short-term deposits of US\$20,000,000 (31 December 2024 : US\$12,170,000) with interest rate of 1.50% to 3.88% (2024 : 4.50% to 4.74%) per annum, which pertained to guaranteed principals placed with banks for earning short-term interest. Cash and cash equivalents have maturity periods of less than three months.

13 INVESTMENTS IN FINANCIAL ASSETS

	Group	
	2025	2024
	US\$'000	US\$'000
Investments in financial assets	-	3,000

In 2024, the Group placed time deposits amounted to US\$3,000,000 which bore interest at 5.20% per annum for a tenor of approximately twelve months.

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31 December 2025

14 TRADE RECEIVABLES (cont'd)

	Group							Total
	Trade receivables - days past due							
	Not past due	< 90 days	91 to 120 days	121 to 180 days	181 to 270 days	271 to 365 days	> 365 days	
2024								
Expected credit loss rate	0.59%	3.28%	5.00%	15.00%	25.00%	50.00%	100.00%	
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
Estimated total gross carrying amount at default	9,214	532	-	-	-	-	-	9,746
Lifetime ECL	(54)	(18)	-	-	-	-	-	(72)
Net								<u>9,674</u>

The table below shows the movement in lifetime ECL that has been recognised for trade receivables in accordance with the simplified approach set out in SFRS(I) 9:

	Lifetime ECL - not credit-impaired		Lifetime ECL - credit-impaired	Total
	Collectively assessed US\$'000	Individually assessed US\$'000	US\$'000	US\$'000
Balance as at 1 January 2024	74	-	-	74
Changes in loss allowance due to new trade receivables originated, net of those derecognised due to settlement	(2)	-	-	(2)
Balance as at 31 December 2024	72	-	-	72
Changes in loss allowance due to new trade receivables originated, net of those derecognised due to settlement	(7)	-	-	(7)
Balance as at 31 December 2025	<u>65</u>	-	-	<u>65</u>

Notes to Financial Statements

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15 OTHER RECEIVABLES AND PREPAYMENTS

	Group		Company	
	2025 US\$'000	2024 US\$'000	2025 US\$'000	2024 US\$'000
Prepayments (Note i)	370	437	-	-
Deposits	81	95	-	-
Retirement benefit (Note ii)	668	564	-	-
Other receivables	265	432	119	177
Total	1,384	1,528	119	177
Current	634	869	119	177
Non-current	750	659	-	-
Total	1,384	1,528	119	177

Note i: These relate to purchases of consumptive materials and testing tools, software and equipment maintenance services and insurance.

Note ii: The retirement benefit pertains to a pension scheme, which is a defined benefit plan set up by the Company's subsidiary, Global Testing Corporation ("GTC"), incorporated in Taiwan, Republic of China. GTC participates in the pension scheme in accordance with the Taiwanese regulations. Under the scheme, GTC is required to contribute a fixed percentage of its payroll incurred to the pension fund and to pay a certain amount out of this pension fund to its employees when they attain the age of retirement.

There is no asset ceiling requirement and the plan assets comprise fixed income instruments subject to minimum financial risks and are held with reputable financial institutions.

Actuarial valuation has been performed on the pension plan at the end of the reporting period by an independent valuer in Taiwan, Republic of China using projected unit credit cost method.

The principal assumptions used for the purpose of the actuarial valuations are the discount rate of 1.40% (2024 : 1.65%), expected rate of salary increase of 2.50% (2024 : 2.50%) and actuarial long term funding rate of -1.84% (2024 : -1.83%).

The amount included in the consolidated statement of financial position arising from the defined benefit plan is as follows:

	Group	
	2025 US\$'000	2024 US\$'000
Present value of defined benefit obligations	(270)	(265)
Fair value of plan assets	938	829
Net	668	564

Management has assessed and determined no further disclosure required under SFRS(I) 1-19 *Employee Benefits* as the movements in the retirement benefit plan is not material and any changes to the principal assumptions would not have significant impact on the carrying value of the defined benefit plan.

Notes to Financial Statements

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16 INVESTMENT IN SUBSIDIARY

	Company	
	2025 US\$'000	2024 US\$'000
<i>Equity shares, at cost</i>		
At the beginning of the year	36,820	38,246
Capital reduction	(831)	(1,426)
At the end of the year	<u>35,989</u>	<u>36,820</u>

During the year, the capital reduction of US\$831,000 (2024 : US\$1,426,000) was carried out by way of cash distribution by the Company's subsidiary.

Details of the Company's subsidiary at the end of the reporting period is as follow:

Subsidiary	Country of incorporation	Proportion of ownership interest and voting power held		Principal Activities
		2025 %	2024 %	
<u>Held by the Company</u>				
Global Testing Corporation ⁽¹⁾	Taiwan, Republic of China	100	100	Provision of testing services.

(1) Audited by Deloitte & Touche, Taiwan, Republic of China.

Notes to Financial Statements

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17 PROPERTY, PLANT AND EQUIPMENT

	Freehold land US\$'000	Buildings US\$'000	Plant and equipment US\$'000	Motor vehicles US\$'000	Furniture and fittings US\$'000	Computer software US\$'000	Capital projects under assembly US\$'000	Total US\$'000
Cost:								
At 1 January 2024	7,799	3,512	255,656	605	29,047	903	577	298,099
Additions	-	-	3,494	-	917	8	1,566	5,985
Disposal	-	-	(240)	-	-	(116)	-	(356)
Reclassification	-	-	1,772	-	303	-	(2,075)	-
At 31 December 2024	7,799	3,512	260,682	605	30,267	795	68	303,728
Additions	-	-	4,855	-	1,133	6	1,253	7,247
Disposal	-	-	(428)	(10)	(243)	(536)	-	(1,217)
Reclassification	-	-	552	-	705	-	(1,257)	-
At 31 December 2025	7,799	3,512	265,661	595	31,862	265	64	309,758
Accumulated depreciation and impairment:								
At 1 January 2024	-	1,775	244,441	352	24,580	555	-	271,703
Depreciation for the year	-	97	4,468	50	999	198	-	5,812
Disposal	-	-	(240)	-	-	(116)	-	(356)
At 31 December 2024	-	1,872	248,669	402	25,579	637	-	277,159
Depreciation for the year	-	97	4,390	50	994	152	-	5,683
Disposal	-	-	(428)	(10)	(243)	(536)	-	(1,217)
At 31 December 2025	-	1,969	252,631	442	26,330	253	-	281,625
Carrying amount:								
At 31 December 2025	7,799	1,543	13,030	153	5,532	12	64	28,133
At 31 December 2024	7,799	1,640	12,013	203	4,688	158	68	26,569

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17 PROPERTY, PLANT AND EQUIPMENT (cont'd)

The Group carried out a review of the recoverable amount of property, plant and equipment having regard to its ongoing operations of the subsidiary as a cash-generating unit. The recoverable amount of property, plant and equipment was determined on the basis of their value-in-use. The review of recoverable amount reflects the changes to estimates determined based on conditions prevailing at current year end.

The key assumptions used for the value-in-use calculation are those regarding the revenue growth rates, expected capital expenditures, terminal value and discount rate. Management prepares cash flow forecasts derived from the most recent financial budgets approved by the Board of Directors for the next five years with growth rate for revenue based on the industry growth forecast and customer base, factoring in raised uncertainties where necessary. Management estimates discount rates using pre-tax rates that reflect current market assessments of the time value of money and the risks specific to the Group. The pre-tax rate used to discount the forecast cash flows of the Group is 14.95% (2024 : 14.52%).

Management has performed certain sensitivity analysis on the value-in-use calculations to assess whether any reasonably possible change to the key assumptions applied is likely to cause the recoverable amount of the property, plant and equipment to be materially below the carrying amount. Revenue growth rates and discount rates are the key assumptions most likely to be subject to changes in the current economic environment.

- For the current year's analysis, assuming all other variables are held constant, a reasonably possible unfavorable change of 5% made to the annual revenue growth rates over the next five financial years, or a 5% increase in discount rate, would not cause the estimated recoverable amount to become materially lower than the carrying amount.
- For the prior year's analysis, assuming all other variables are held constant, a reasonably possible 5% reduction in the annual growth rates over the next five financial years, or an increase in discount rate of 5%, would not cause the estimated recoverable amount to become materially lower than the carrying amount.

Impairment loss previously recognised in prior years relate to items that would have been fully depreciated, and are therefore not reversed.

Certain property, plant and equipment of the Group with a total carrying value of approximately US\$13,274,000 (2024 : US\$12,951,000) are pledged as security for the banking facilities in Note 4(c)(iv).

As at the end of the reporting period, the cost of the Company's furniture and fitting amounted to US\$3,000 (2024 : US\$3,000). The furniture and fitting has been fully depreciated.

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17 PROPERTY, PLANT AND EQUIPMENT (cont'd)Right-of-use assets from leases classified within property, plant and equipment

Certain of the Group's equipment are acquired under lease arrangement with average lease term of 3 to 5 years (2024 : 3 to 5 years).

The Group has options to purchase certain equipment for a nominal amount at the end of the lease term. The Group's obligations are secured by the lessor's title to the leased assets.

The carrying amount and movement analysis are as follows:

	Plant and equipment US\$'000
<u>Group</u>	
Cost:	
At 1 January 2024	271
Additions	7
Expired	(41)
At 31 December 2024	<u>237</u>
Additions	39
Expired	(44)
At 31 December 2025	<u>232</u>
Accumulated depreciation:	
At 1 January 2024	90
Depreciation for the year	76
Expired	(41)
At 31 December 2024	<u>125</u>
Depreciation for the year	68
Expired	(44)
At 31 December 2025	<u>149</u>
Carrying amount:	
At 31 December 2025	<u>83</u>
At 31 December 2024	<u>112</u>

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18 DEFERRED TAX

The following are the deferred tax assets (liabilities) recognised by the Group and movement thereon during the year:

Group	Tax Losses US\$'000	Capital allowance US\$'000	Retirement benefit obligations US\$'000	Others US\$'000	Total US\$'000
At 1 January 2024	476	310	(26)	(6)	754
Charged to profit or loss (Note 9)	(38)	41	-	(99)	(96)
Charged to other comprehensive income	-	-	(20)	-	(20)
At 31 December 2024	438	351	(46)	(105)	638
Charged to profit or loss (Note 9)	(438)	130	(5)	55	(258)
Charged to other comprehensive income	-	-	(14)	-	(14)
At 31 December 2025	-	481	(65)	(50)	366

In assessing the probable future taxable profits to determine the amount of deferred tax assets, management considered the current year's performance, indications of forecasted demand from key customers, and observable industry and market conditions prevailing as at year end. Weightage is placed on estimates within a reasonably foreseeable period from the reporting date.

Group

Subject to the agreement by the tax authorities, at the end of the reporting period, the subsidiary has unutilised tax losses and capital allowance available for offset against future profits as follows:

	Group		Expiry	
	2025 US\$'000	2024 US\$'000	2025 Year	2024 Year
Unutilised tax losses	-	2,193	-	2028 to 2030
Unutilised capital allowance	2,403	1,754	*	*

* Based on Taiwan's prevailing tax laws, the unutilised capital allowance has no expiry date.

As at 31 December 2025 and 31 December 2024, there are no unrecognised deferred tax assets.

At the end of the reporting period, the amount of taxable temporary differences associated with investment in subsidiary for which deferred tax liabilities have not been recognised is US\$36,898,000 (2024 : US\$33,018,000). No deferred tax liability has been recognised in respect of these differences because the Group is in a position to control the timing of the reversal of the temporary differences and it is probable that such differences will not reverse in the foreseeable future, taking into account management's intended manner of distribution by the subsidiary.

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19 TRADE PAYABLES

	Group	
	2025	2024
	US\$'000	US\$'000
Third parties	2,217	2,339

Trade payables principally comprise amounts outstanding for trade purchases and ongoing costs. The average credit period on purchases of goods and services ranges from 30 to 90 days (2024 : 30 to 90 days). No interest is charged on the outstanding trade payables.

20 OTHER PAYABLES

	Group		Company	
	2025	2024	2025	2024
	US\$'000	US\$'000	US\$'000	US\$'000
Amounts due to a subsidiary (Note 16)	-	-	7,087	6,186
Accrued operating expenses	7,267	6,306	380	260
Advances from a customer	-	5	-	-
Payable for plant and equipment	1,885	801	-	-
Allowance for customers' claims	422	377	-	-
Others	150	147	74	66
Total	9,724	7,636	7,541	6,512

The amounts due to a subsidiary bears interest of 3.24% (2024 : 3.12%) per annum, is unsecured and repayable on demand.

Advances from a customer relate to an upfront payment received for testing related services and was recognised as a contract liability as at year end. Revenue will be recognised at a point in time when the services are completed.

Movement in allowance for customers' claims

	Group	
	2025	2024
	US\$'000	US\$'000
At the beginning of the year	377	302
Allowance made during the year	238	181
Utilised during the year	(193)	(106)
At the end of the year	422	377

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21 LEASES LIABILITIES

	Group	
	2025 US\$'000	2024 US\$'000
Maturity analysis:		
Year 1	60	61
Year 2	16	45
Year 3	6	3
	<u>82</u>	<u>109</u>
Less: Unearned interest	(2)	(3)
Net	<u>80</u>	<u>106</u>
Analysed as:		
Current	58	59
Non-current	22	47
Total	<u>80</u>	<u>106</u>

The Group's lease liabilities were secured over certain plant and equipment of the Group (Note 17), and bears average effective interest rate of approximately 3.07% (2024 : 2.95%).

22 SHARE CAPITAL

	Group and Company			
	2025 '000	2024 '000	2025 US\$'000	2024 US\$'000
	Number of ordinary shares			
Issued and paid up:				
At the beginning of the year	34,676	34,912	29,376	30,810
Cash distribution from capital reduction	-	-	(646)	(1,276)
Treasury shares cancelled during the year	(1,325)	(236)	(992)	(158)
At the end of the year	<u>33,351</u>	<u>34,676</u>	<u>27,738</u>	<u>29,376</u>

Fully paid ordinary shares, which have no par value, carry one vote per share and carry a right to dividends as and when declared by the Company.

During the year, the Company undertook a capital reduction by way of cash distribution of S\$0.025 (2024 : S\$0.05) per share pursuant to Section 78C of the Companies Act and shareholders' approval at the extraordinary general meeting held on 30 April 2025 (2024 : 29 April 2024). The total cash to be distributed to the shareholders amounted to approximately US\$646,000 (2024 : US\$1,276,000).

As of the end of the reporting period, US\$54,000 (2024 : US\$54,000) of the capital reduction distribution remained unpaid and is recognised in "Other payables".

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23 TREASURY SHARES

	Group and Company			
	2025 '000	2024 '000	2025 US\$'000	2024 US\$'000
Number of ordinary shares				
At beginning of the year	973	27	720	18
Repurchased during the year	352	1,182	272	860
Cancellation during the year	(1,325)	(236)	(992)	(158)
At end of the year	-	973	-	720

The Company acquired 352,000 (31 December 2024 : 1,182,000) of its own shares through purchase on the Singapore Exchange Securities Trading Limited during the year. The total amount paid to acquire the shares was US\$272,000 (31 December 2024 : US\$860,000) and has been deducted from shareholders' equity. The shares are held as treasury shares. During the year, 1,324,700 (2024 : 235,600) treasury shares were cancelled on 2 May 2025 (2024 : 29 April 2024).

24 LEGAL RESERVE

The Corporation Law in Taiwan, Republic of China requires each company to set aside a legal reserve amounting to 10% of the net profit after tax each year until the Company's accumulated legal reserve is equivalent to the aggregate par value of its issued capital. The Company is allowed to capitalise its legal reserve. However, the amount which can be capitalised is limited to 50% of its total accumulated legal reserve. The legal reserve can be used to offset against accumulated losses, if any. When the legal reserve has exceeded 25% of the Company's paid-in capital, the excess may be transferred to capital or distributed in cash. The legal reserve relates to that of the subsidiary in Taiwan. Transfers from accumulated profits to the legal reserve would be made upon approval at the annual general meeting of the subsidiary.

25 MERGER RESERVE AND CONTRIBUTED SURPLUS(i) Merger reserve

Merger reserve at Group level, represents the difference between the share capital and share premium of the subsidiary, Global Testing Corporation, incorporated in Taiwan, Republic of China at the date on which it was acquired by the Company pursuant to a past Restructuring Exercise and the par value of the share capital of the Company issued as consideration for the acquisition.

(ii) Contributed surplus

Contributed surplus of the Company represents the difference between the consolidated net assets of the subsidiaries at the date on which they were acquired by the Company pursuant to a past Restructuring Exercise and the par value of the share capital issued by the Company as consideration for the acquisition.

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26 OPERATING SEGMENT INFORMATION*Products and services from which reportable segments derive their revenues*

Information is reported to the Group's chief operating decision maker for the purposes of resource allocation and assessment of segment performance. The Group's sole operating segment is the provision of testing services to customers in the semi-conductor industry.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in Note 2. As there is only one principal operating segment, the information regarding its revenue and result, assets and other information is represented by the financial statements as a whole. This is the measure reported to the chief operating decision maker for the purposes of resource allocation and assessment of the Group's performance.

Geographical information

The Group's operations and its assets are located mainly in Taiwan, Republic of China. Its customers are located mainly in Taiwan, Republic of China, Japan, Singapore, United States of America and Thailand. The Group's revenue from external customers and information about its non-current assets by geographical location are detailed below:

	Revenue from external customers		Non-current assets	
	2025 US\$'000	2024 US\$'000	2025 US\$'000	2024 US\$'000
Taiwan, Republic of China	18,758	16,618	28,215	26,664
Japan	16,352	17,165	-	-
Singapore	4,928	2,658	-	-
United States of America	2,967	1,125	-	-
Thailand	1,320	2,462	-	-
Others	2,065	1,492	-	-
Total	46,390	41,520	28,215	26,664

Information about major customers

During the year, there are 4 (2024 : 3) customers which each contributed to 10% or more of the Group's total revenue:

	2025 US\$'000	2024 US\$'000
<u>Revenue</u>		
Customer A	14,386	14,845
Customer B	10,743	8,791
Customer C	5,010	4,548
Customer D	4,670	2,657

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27 OPERATING LEASE ARRANGEMENTSThe Group as lessee

As at 31 December 2025, the Group is committed to US\$4,141,000 (2024 : US\$4,316,000) for short-term equipment rentals, with terms ranging from 6 to 12 months (2024 : 6 to 12 months), on non-renewal basis and without purchase options.

28 COMMITMENTS

Capital expenditures contracted but not recognised at the end of the reporting period are as follows:

	Group	
	2025 US\$'000	2024 US\$'000
Property, plant and equipment	826	421

29 SUBSEQUENT EVENTS

Subsequent to the end of the reporting period, the directors of the Company proposed to carry out a capital reduction by way of cash distribution for a total amount of approximately US\$1,054,000, subject to approval by shareholders and has not been included as a liability in these financial statements.

Statistics of Shareholders

AS AT 20 MARCH 2026

Issued and fully paid-up capital	:	S\$31,147,057.01
Number of shares issued	:	33,351,527
Number of shares issued (excluding treasury shares and subsidiary holdings)	:	33,351,527
Class of shares	:	Ordinary
Voting rights	:	One vote per share

The Company does not hold any treasury shares and subsidiary holdings.

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholding		Number of Shareholders	%	Number of Shares	%
1	- 99	83	3.73	3,892	0.01
100	- 1,000	1,071	48.13	615,915	1.85
1,001	- 10,000	906	40.72	3,171,500	9.51
10,001	- 1,000,000	163	7.33	9,588,421	28.75
1,000,001	and above	2	0.09	19,971,799	59.88
		2,225	100.00	33,351,527	100.00

SUBSTANTIAL SHAREHOLDERS AS AT 20 MARCH 2026

(As recorded in the Register of Substantial Shareholders)

Name of Shareholder	DIRECT INTEREST		DEEMED INTEREST	
	Number of Shares	% ⁽ⁱⁱ⁾	Number of Shares	% ⁽ⁱⁱ⁾
Chen, Tie-Min	3,785,549	11.35	-	-
Chia Soon Loi	2,524,250	7.57	-	-
Yageo Corporation	8,232,388	24.68	1,838,954 ⁽ⁱ⁾	5.51
Kuo Shin Investment Corporation	1,838,954	5.51	-	-

Notes:

- (i) Yageo Corporation ("Yageo"), a company incorporated in Taiwan and listed on the Taiwan Stock Exchange, is the owner of the entire share capital of Kuo Shin Investment Corporation ("Kuo Shin"). Yageo is deemed interested in the shares held by Kuo Shin.
- (ii) The shareholding percentage is calculated based on the total number of 33,351,527 ordinary shares as at 20 March 2026.

Statistics of Shareholders

AS AT 20 MARCH 2026

SHAREHOLDERS' INFORMATION (CONT'D)**TWENTY LARGEST SHAREHOLDERS AS AT 20 MARCH 2026**

No.	Name of Shareholders	Number of Shares	%
1.	CITIBANK NOMINEES SINGAPORE PTE LTD	18,623,554	55.84
2.	DBS NOMINEES (PRIVATE) LIMITED	1,348,245	4.04
3.	LIM MONG HOO	845,650	2.54
4.	MAYBANK SECURITIES PTE. LTD.	814,276	2.44
5.	UOB KAY HIAN PRIVATE LIMITED	753,350	2.26
6.	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	519,756	1.56
7.	LIM GEK SUAN	328,200	0.98
8.	LEE SHENGHONG ANDREW	310,000	0.93
9.	PHILLIP SECURITIES PTE LTD	267,246	0.80
10.	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	257,890	0.77
11.	TAN KOK CHING	237,600	0.71
12.	OCBC NOMINEES SINGAPORE PRIVATE LIMITED	218,605	0.66
13.	RAFFLES NOMINEES (PTE.) LIMITED	206,555	0.62
14.	KONG KOK CHOY	200,000	0.60
15.	LOW SUAT HAR (LIU XUEXIA)	159,800	0.48
16.	OCBC SECURITIES PRIVATE LIMITED	152,793	0.46
17.	AH HOT GERARD ANDRE	128,900	0.39
18.	CHIA KIAH NGIAN (XIE JIAYANG)	120,000	0.36
19.	YEE LAT SHING	120,000	0.36
20.	HSBC (SINGAPORE) NOMINEES PTE LTD	119,100	0.36

PERCENTAGE OF SHAREHOLDING IN PUBLIC'S HANDS

50.88% of the Company's shares are held in the hands of public. Accordingly, the Company has complied with Rule 723 of the Listing Manual of the SGX-ST.

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the Annual General Meeting (“**AGM**” or “**Meeting**”) of GLOBAL TESTING CORPORATION LIMITED (the “**Company**”) will be held at voco Orchard Singapore, Malaysia Room Level 5, 581 Orchard Road, Singapore 238883 on Thursday, 30 April 2026 at 10.00 a.m., for the following purposes:

AS ORDINARY BUSINESS

1. To receive and adopt the Directors’ Statement and the Audited Financial Statements of the Company for the financial year ended 31 December 2025 together with the Auditors’ Report thereon. **(Resolution 1)**
2. To re-elect the following Directors of the Company retiring pursuant to Regulation 111 of the Company’s Constitution:
 - Mr Law Ambrose Tiang Beng **(Resolution 2)**
 - Mr Wang, Han-Min **(Resolution 3)**
 - [See Explanatory Note (i)]
3. To approve the payment of Directors’ fees of S\$260,000 for the financial year ending 31 December 2026, to be paid quarterly in arrears. (FY2025: S\$260,000) **(Resolution 4)**
4. To re-appoint Messrs Deloitte & Touche LLP as the Company’s Auditors and to authorise the Directors of the Company to fix their remuneration. **(Resolution 5)**
5. To transact any other ordinary business which may properly be transacted at an Annual General Meeting.

AS SPECIAL BUSINESS:

To consider and, if thought fit, to pass the following resolutions, with or without modifications:

6. **ORDINARY RESOLUTION** **- SHARE ISSUE MANDATE**

That pursuant to Section 161 of the Companies Act 1967 (the “**Companies Act**”) and Rule 806 of the Listing Manual of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) and notwithstanding the provisions of the Constitution of the Company, authority be and is hereby given to the Directors of the Company to:

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

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

- (b) (notwithstanding that the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instruments made or granted by the Directors while this Resolution was in force, provided that:
 - (i) the aggregate number of shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of the Instruments made or granted pursuant to this Resolution) does not exceed fifty per cent (50%) of the total number of issued shares excluding subsidiary holdings (as defined in the Listing Manual of the SGX-ST) and treasury shares of the Company (as calculated in accordance with sub-paragraph (ii) below), of which the aggregate number of shares to be granted other than on a pro-rata basis to shareholders of the Company (including shares to be issued in pursuance of instruments made or granted pursuant to this Resolution) does not exceed twenty per cent (20%) of the total number of issued shares excluding subsidiary holdings (as defined in the Listing Manual of the SGX-ST) and treasury shares of the Company (as calculated in accordance with sub-paragraph (ii) below);

Notice of Annual General Meeting

- (ii) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (i) above, the percentage of the total number of issued shares excluding subsidiary holdings (as defined in the Listing Manual of the SGX-ST) and treasury shares of the Company shall be calculated based on the total number of issued shares excluding subsidiary holdings (as defined in the Listing Manual of the SGX-ST) and treasury shares of the Company at the time of the passing of this Resolution, after adjusting for:
- (1) new shares arising from the conversion or exercise of any convertible securities which were issued and outstanding or subsisting at the time of the passing of this Resolution;
 - (2) new shares arising from exercise of share options or vesting of share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Listing Manual of the SGX-ST; and
 - (3) any subsequent bonus issue, consolidation or subdivision of shares;
- (iii) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and
- (iv) unless revoked or varied by the Company in general meeting, the authority conferred by this Resolution shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier.

[See Explanatory Note (ii)]

(Resolution 6)

7. **ORDINARY RESOLUTION**
- RENEWAL OF SHARE PURCHASE MANDATE

That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act, the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire ordinary shares in the capital of the Company (the "**Shares**") not exceeding in aggregate the Prescribed Limit (as hereafter defined), at such price(s) as may be determined by the Directors of the Company from time to time up to the Maximum Price (as hereafter defined), whether by way of:-
- (i) market purchases (each a "**Market Purchase**") on the SGX-ST through the ready market, or on another stock exchange on which the Company's equity securities are listed, through one or more duly licensed dealers appointed by the Company for that purpose; and/or
 - (ii) off-market purchases (each an "**Off-Market Purchase**") under an equal access scheme (as defined in Section 76C of the Companies Act) for the purchase or acquisition of Shares from Shareholders;

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

Notice of Annual General Meeting

- (b) unless varied or revoked by the Company in a general meeting, the authority conferred on the Directors of the Company pursuant to the Share Purchase Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the passing of this Resolution and expiring on the earlier of:
- (i) the date on which the next annual general meeting of the Company is held or required by law to be held;
 - (ii) the date on which the Share purchases are carried out to the full extent mandated; or
 - (iii) the date on which the authority conferred by the Share Purchase Mandate is revoked or varied by Shareholders in general meeting.

- (c) in this Resolution:

“Prescribed Limit” means ten per cent (10%) of the total number of issued Shares (excluding subsidiary holdings (as defined in the Listing Manual of the SGX-ST) and any Shares which are held as treasury shares) as at the date of the passing of this Resolution, unless the Company has effected a reduction of its share capital in accordance with the applicable provisions of the Companies Act at any time during the Relevant Period, in which event the total number of issued Shares shall be taken to be the total number of issued Shares as altered (excluding subsidiary holdings (as defined in the Listing Manual of the SGX-ST) and any treasury shares that may be held by the Company from time to time);

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

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

- (i) in the case of a Market Purchase : 105% of the Average Closing Price of the Shares
- (ii) in the case of an Off-Market Purchase : 120% of the Average Closing Price of the Shares

where:

“Average Closing Price” means the average of the closing market prices of the Shares over the last five (5) market days on the SGX-ST, on which transactions in the Shares were recorded, immediately preceding the day of the Market Purchase by the Company or, as the case may be, the date of the making of the offer pursuant to the Off-Market Purchase pursuant to equal access scheme, and deemed to be adjusted for any corporate action that occurs during the relevant five (5) day period and the day on which the Market Purchase or Off-Market Purchase is made;

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

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

- (d) the Directors of the Company and/or any of them be and are hereby authorised to deal with the Shares purchased by the Company, pursuant to the Share Purchase Mandate in any manner as may be permitted under the Companies Act; and
- (e) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may consider expedient or necessary to give effect to the transactions contemplated by this Resolution.

[See Explanatory Note (iii)]

(Resolution 7)

Notice of Annual General Meeting

8. SPECIAL RESOLUTION - THE PROPOSED CAPITAL REDUCTION AND CASH DISTRIBUTION

That pursuant to Regulation 72(1) of the Constitution of the Company and Section 78C of the Companies Act:

- (a) the issued and paid-up share capital of the Company be reduced by S\$1,334,061.08 from S\$31,147,057.01 (as at the Latest Practicable Date) to S\$29,812,995.93 and that such reduction be effected by returning the sum of approximately S\$1,334,061.08 (the “**Cash Distribution**”) from the issued and paid-up share capital of the Company to the Shareholders, being registered holders of the Shares other than the Company, except that where the registered holder is The Central Depository (Pte) Limited, the term “Shareholders” shall mean the Depositors (other than the Company) as defined under the Companies Act on the basis of S\$0.04 for each issued ordinary share in the capital of the Company held by a Shareholder or on his/her behalf as at the Record Date (the “**Capital Reduction**”); and
- (b) the Directors and each of them be and are hereby authorised to do all acts and things (including, without limitation, executing all such documents as may be required) as they or each of them deem desirable, necessary or expedient to give effect to the Capital Reduction and Cash Distribution as they or each of them may in their or each of their absolute discretion deem fit in the interests of the Company.

[See Explanatory Note (iv)]

(Resolution 8)

By Order of the Board

Toh Li Ping, Angela
Company Secretary

8 April 2026

Explanatory Notes:

- (i) Resolution 2 proposed in item 2. above is to re-elect Mr Law Ambrose Tiang Beng (“**Mr Law**”) as a Director of the Company. Mr Law, upon re-election as a Director of the Company, will remain as Lead Independent Director of the Company, Chairman of the Audit Committee (“**AC**”) and a member of the Nominating Committee (“**NC**”) and the Remuneration Committee (“**RC**”), and he will be considered independent.

Resolution 3 proposed in item 2. above is to re-elect Mr Wang, Han-Min (“**Mr Wang**”) as a Director of the Company. Mr Wang, upon re-election as a Director of the Company, will remain as an Independent Director of the Company, Chairman of the NC and a member of the AC and the RC, and he will be considered independent.

The information relating to Mr Law and Mr Wang as required under Rule 720(6) of the Listing Manual of the SGX-ST is set out under “Additional Information on Directors Seeking Re-election” in the Annual Report for the financial year ended 31 December 2025 (“**FY2025 Annual Report**”).

- (ii) Resolution 6 proposed in item 6. above, if passed, is to empower the Directors to issue shares in the capital of the Company and/or Instruments (as defined above). The aggregate number of shares to be issued pursuant to Resolution 6 (including shares to be issued in pursuance of Instruments made or granted) shall not exceed fifty per cent (50%) of the total number of issued shares excluding subsidiary holdings (as defined in the Listing Manual of the SGX-ST) and treasury shares of the Company, with a sub-limit of twenty per cent (20%) for shares issued other than on a pro-rata basis (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) to shareholders. For the purpose of determining the aggregate number of shares that may be issued, the percentage of the total number of issued shares excluding subsidiary holdings (as defined in the Listing Manual of the SGX-ST) and treasury shares of the Company will be calculated based on the total number of issued shares excluding subsidiary holdings (as defined in the Listing Manual of the SGX-ST) and treasury shares of the Company at the time of the passing of Resolution 6, after adjusting for (i) new shares arising from the conversion or exercise of any convertible securities which were issued and outstanding or subsisting at the time of the passing of Resolution 6; (ii) new shares arising from exercise of share options or vesting of share awards which were issued and outstanding or subsisting at the time of the passing of Resolution 6, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Listing Manual of the SGX-ST; and (iii) any subsequent bonus issue, consolidation or subdivision of shares.

Notice of Annual General Meeting

- (iii) Resolution 7 proposed in item 7. above, if passed, will empower the Directors of the Company effective until the conclusion of the next annual general meeting of the Company or the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier, to repurchase ordinary shares of the Company by way of market purchases or off-market purchases of up to ten per cent (10%) of the total number of issued shares excluding subsidiary holdings (as defined in the Listing Manual of SGX-ST) and treasury shares of the Company at the Maximum Price as defined in Resolution 7. The rationale for, the authority and limitation on, the sources of funds to be used for the purchase or acquisition including the amount of financing and the financial effects of the purchase or acquisition of ordinary shares by the Company pursuant to the Share Purchase Mandate on the audited consolidated financial statements of the Company for the financial year ended 31 December 2025 are set out in greater detail in the Appendix in relation to the Proposed Renewal of the Share Purchase Mandate accompanying the Notice of AGM ("**Appendix**").
- (iv) Resolution 8 proposed in item 8. above, if passed, is to reduce the issued and paid-up share capital of the Company by S\$1,334,061.08 from S\$31,147,057.01 (as at the Latest Practicable Date) to S\$29,812,995.93 and return the sum of approximately S\$1,334,061.08 to the Shareholders. Detailed information on the proposed Capital Reduction and Cash Distribution, including the rationale for the same, is set out under the Letter to Shareholders in relation to the Proposed Capital Reduction and Cash Distribution ("**Letter to Shareholders**").

Notes:

General

1. The AGM of the Company will be held in a wholly physical format at voco Orchard Singapore, Malaysia Room Level 5, 581 Orchard Road, Singapore 238883 and there will be no option for Shareholders to participate virtually ("**Physical Meeting**"). Shareholders and other attendees who are feeling unwell on the date of the AGM are advised not to attend the Physical Meeting.
2. Printed copies of the FY2025 Annual Report, the Appendix and the Letter to Shareholders will not be despatched to shareholders, unless otherwise requested. Printed copies of this Notice of AGM, the Proxy Form and the request form ("**Notification and Request Form**") will be sent to shareholders, the electronic copies of which, together with the FY2025 Annual Report, the Appendix and the Letter to Shareholders will be posted on the Company's corporate website at the following URL: <https://www.gttw.com.tw/AGM.html> and on the Singapore Exchange Securities Trading Limited's website at the following URL: <https://www.sgx.com/securities/company-announcements>. Shareholders will need an internet browser and PDF reader to access and view the FY2025 Annual Report, the Appendix and the Letter to Shareholders.

To receive physical copies of the FY2025 Annual Report, the Appendix and the Letter to Shareholders, please complete and return the Notification and Request Form to the Company at the registered office of the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07, Keppel Bay Tower, Singapore 098632 no later than 5.00 p.m. on 15 April 2026. Alternatively, you may email the completed Notification and Request Form to the Company at srs.requestform@boardroomlimited.com no later than 5.00 p.m. on 15 April 2026. Printed copies of the FY2025 Annual Report, the Appendix and the Letter to Shareholders will then be sent to the address specified by the shareholders at his/her/its own risk.

3. Authenticated shareholders and proxy(ies) will be able to ask questions in person at the Physical Meeting. Arrangements have also been put in place to permit shareholders to submit their questions ahead of the AGM. Please refer to Notes 14 to 16 below for further details.
4. Live voting by poll will be conducted during the AGM for shareholders and proxy(ies) attending the Physical Meeting.

Voting by proxy

5. A member who is not a relevant intermediary, is entitled to appoint one or two proxies to attend and vote at the AGM. Where a member who is not a relevant intermediary appoints two proxies, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholding (expressed as a percentage of the whole) to be represented by each proxy.

Notice of Annual General Meeting

6. A member who is a relevant intermediary entitled to attend the meeting and vote is entitled to appoint more than two proxies to attend and vote instead of the member, 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 appointments shall be invalid unless the member specifies the number of Shares in relation to which each proxy has been appointed.

“Relevant intermediary” means:

- (a) a banking corporation licensed under the Banking Act 1970 of Singapore or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity; or
- (b) a person holding a capital markets services licence to provide custodial services under the Securities and Futures Act 2001 of Singapore and who holds shares in that capacity; or
- (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953 of Singapore (the “**CPF Act**”), in respect of shares purchased under the subsidiary legislation made under the CPF Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Central Provident Fund Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.

7. A proxy need not be a member of the Company.

8. The completed and signed Proxy Form must be submitted to the Company in the following manner:

- (a) by depositing a physical copy (whether in person or by post) at registered office of the Company’s Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07, Keppel Bay Tower, Singapore 098632; or
- (b) by sending a scanned signed PDF copy by email to srs.proxy@boardroomlimited.com,

in either case, no later than 10.00 a.m. on 27 April 2026, being seventy-two (72) hours before the time appointed for the AGM, and failing which, the Proxy Form will not be treated as valid.

9. A member who wishes to submit a Proxy Form must first **complete and sign** the Proxy Form, before depositing a physical copy to the address provided above, or scanning and sending it by email to the email address provided above.
10. The Proxy Form must be signed by the appointor or his attorney duly authorised in writing. Where the Proxy Form is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. Where the Proxy Form is signed on behalf of the appointor by an attorney, the power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the Proxy Form, failing which this Proxy Form 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 with respect to the AGM, in accordance with Section 179 of the Companies Act and the person so authorised shall upon production of a copy of such resolution certified by a director of the corporation to be a true copy, be entitled to exercise the powers on behalf of the corporation so represented as the corporation could exercise in person if it were an individual.
12. Investor who holds shares under the Central Provident Fund (“**CPF**”) Investment Scheme and/or the Supplementary Retirement Scheme (“**SRS**”) (as may be applicable) and wishes to appoint the Chairman of the AGM as their proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks and/or SRS Operators to submit their votes at least seven (7) working days before the AGM (i.e. 20 April 2026 at 5.00 p.m.).

Notice of Annual General Meeting

13. The Company shall be entitled to reject the Proxy Form if it is incomplete, improperly completed, 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) (such as in the case where the appointor submits more than one Proxy Form). In addition, in the case of Shares entered in the Depository Register, the Company may reject any Proxy Form lodged if the member, being the appointor, is not shown to have Shares entered against his name in the Depository Register as at 72 hours before the time appointed for holding the Meeting, as certified by The Central Depository (Pte) Limited to the Company.

Submission of questions prior to the AGM

14. Members (including CPF and SRS Investors) may also submit questions relating to the resolutions to be tabled for approval at the AGM or the Company's businesses and operations ahead of the AGM.
15. To do so, all questions must be submitted no later than 10.00 a.m. on 16 April 2026 through any of the following manner:
 - (a) by depositing a physical copy (whether in person or by post) at the registered office of the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07, Keppel Bay Tower, Singapore 098632; or
 - (b) by sending an email to the Company at srs.teamc@boardroomlimited.com.

If the questions are deposited at the registered office of the Company's share registrar or sent via email, and in either case not accompanied by the completed and executed Proxy Form, the following details must be included with the submitted questions: (i) the member's full name; and (ii) his/her/its identification/company registration number for verification purposes, failing which the submission will be treated as invalid.

16. The Company will address all substantial and relevant questions relating to the resolutions to be tabled for approval at the AGM or the Company's business and operations by publishing its responses to such questions, if any, on the Company's corporate website at the following URL: <https://www.gttw.com.tw/AGM.html>, and is made available on SGXNet at the following URL: <https://www.sgx.com/securities/company-announcements> at least 48 hours prior to the deadline for submission of Proxy Forms, or otherwise at the AGM. Should there be subsequent clarification sought, or follow-up questions after the deadline of the submission of questions, the Company will address those substantial and relevant questions prior to the AGM through publication on SGXNet, or at the AGM.

Personal data privacy:

By submitting a Proxy Form appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the Meeting and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Meeting (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

GLOBAL TESTING CORPORATION LIMITED(Incorporated in Singapore)
(Registration No. 200409582R)This Proxy Form has also been made available SGXNET at the following URL: <https://www.sgx.com/securities/company-announcements> and the Company's website at the following URL: <https://www.gttw.com.tw/AGM.html>.**PROXY FORM****IMPORTANT:**

1. A relevant intermediary may appoint more than two proxies to attend the Annual General Meeting ("AGM" or "Meeting") and vote (please see note 4 for the definition of "Relevant Intermediary").
2. For investors who have used their Central Provident Fund ("CPF") monies to buy the Company's shares, this Annual Report is forwarded to them at the request of their CPF Approved Nominees and is sent solely FOR INFORMATION ONLY.
3. An investor who holds shares under the Central Provident Fund Investment Scheme Central Provident Fund ("CPF Investor") and/or the Supplementary Retirement Scheme ("SRS Investor") and wishes to vote should approach their respective CPF Agent Banks and/or SRS Operators to submit their votes to appoint the Chairman of the AGM as their proxy, at least seven (7) working days before the AGM (i.e. 20 April 2026 at 5.00 p.m.).
4. **This Proxy Form is not valid for use by CPF Investors and SRS Investors and shall be ineffective for all intents and purposes if used or purported to be used by them.**

I/We*, _____ (Name) _____ (NRIC/Passport No./Co. Reg No. of _____ (Address) being a member/members of Global Testing Corporation Limited (the "Company"), hereby appoint(s):

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

and/or (delete as appropriate)

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

or failing the person, or either or both of the persons, referred to above, the Chairman of the Meeting as my/our proxy/proxies to vote for me/us on my/our behalf at the AGM of the Company to be held at voco Orchard Singapore, Malaysia Room Level 5, 581 Orchard Road, Singapore 238883 on Thursday, 30 April 2026 at 10.00 a.m. and at any adjournment thereof. I/We direct my/our proxy/proxies to vote for or against the Resolutions proposed at the Meeting as indicated hereunder. If no specific direction as to voting is given, the proxy/proxies will vote or abstain from voting at his/her/their discretion, as he/she/they will on any other matter arising at the Meeting and at any adjournment thereof.

No.	Ordinary Resolutions relating to:	For**	Against**	Abstain**
1.	Adoption of Directors' Statement and Audited Financial Statements for the financial year ended 31 December 2025			
2.	Re-election of Mr Law Ambrose Tiang Beng as a Director			
3.	Re-election of Mr Wang, Han-Min as a Director			
4.	Payment of Directors' fees of S\$260,000 for the financial year ending 31 December 2026, to be paid quarterly in arrears			
5.	Re-appointment of Messrs Deloitte & Touche LLP as Auditors of the Company			
6.	Approval of the Share Issue Mandate			
7.	Approval of the renewal of Share Purchase Mandate			
	Special Resolution relating to:			
8.	Approval of the proposed Capital Reduction and Cash Distribution			

*Delete where inapplicable

**If you wish to use all your votes "For", "Against" or "Abstain", please indicate with a "√" within the box provided. Otherwise, please indicate number of votes "For", "Against" or "Abstain" for each resolution within the box provided. If you mark "√" in the "Abstain" box for a particular resolution, you are directing your proxy(ies) not to vote on that resolution.

Dated this _____ day of April 2026

Signature(s) of member(s)
or Common Seal of Corporate Shareholder

Total Number of Shares held in:	
CDP Register	
Register of Members	

IMPORTANT: PLEASE READ OVERLEAF

Notes:

1. Please insert the total number of Shares held by you. If you have Shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001), you should insert that number of Shares. If you have Shares registered in your name in the Register of Members, you should insert that number of Shares. If you have Shares entered against your name in the Depository Register and Shares registered in your name in the Register of Members, you should insert the aggregate number of Shares entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, the form of proxy shall be deemed to relate to all the Shares held by you.
2. A member of the Company entitled to attend and vote at a meeting of the Company is entitled to appoint one or two proxies to attend and vote in his/her stead. A proxy need not be a member of the Company.
3. Where a member appoints two proxies, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholding (expressed as a percentage of the whole) to be represented by each proxy.
4. A member who is a relevant intermediary entitled to attend the meeting and vote is entitled to appoint more than two proxies to attend and vote instead of the member, 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 appointments shall be invalid unless the member specifies the number of Shares in relation to which each proxy has been appointed.

"Relevant intermediary" means:

- (a) a banking corporation licensed under the Banking Act 1970 or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity;
 - (b) a person holding a capital markets services licence to provide custodial services for securities under the Securities and Futures Act 2001 and who holds shares in that capacity; or
 - (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.
5. The completed and signed Proxy Form must be submitted to the Company in the following manner:
 - a. by depositing a physical copy (whether in person or by post) at the registered office of the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07, Keppel Bay Tower, Singapore 098632; or
 - b. by sending a scanned signed PDF copy by email to srs.proxy@boardroomlimited.com

in either case, **no later than 10.00 a.m. on 27 April 2026, being seventy-two (72) hours before the time appointed for the AGM**, and failing which, the Proxy Form will not be treated as valid.

A member who wishes to submit a Proxy Form must first **complete and sign the Proxy Form**, before depositing a physical copy to the address provided above, or scanning and sending it by email to the email address provided above.

6. Completion and return of this Proxy Form shall not preclude a member from attending and voting at the Meeting. Any appointment of a proxy or proxies shall be deemed to be revoked if a member attends the meeting in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the Proxy Form to the Meeting.
7. This Proxy Form must be executed under the hand of the appointor or of his attorney duly authorised in writing. Where this Proxy Form is executed by a corporation, it must be executed under its common seal or under the hand of its officer or attorney duly authorised. Where this Proxy Form is signed on behalf of the appointor by an attorney, the power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with this Proxy Form, failing which this Proxy Form may be treated as invalid.
8. 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 Meeting, in accordance with Section 179 of the Companies Act 1967 of Singapore.

PERSONAL DATA PRIVACY:

By submitting a Proxy Form, the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 8 April 2026.

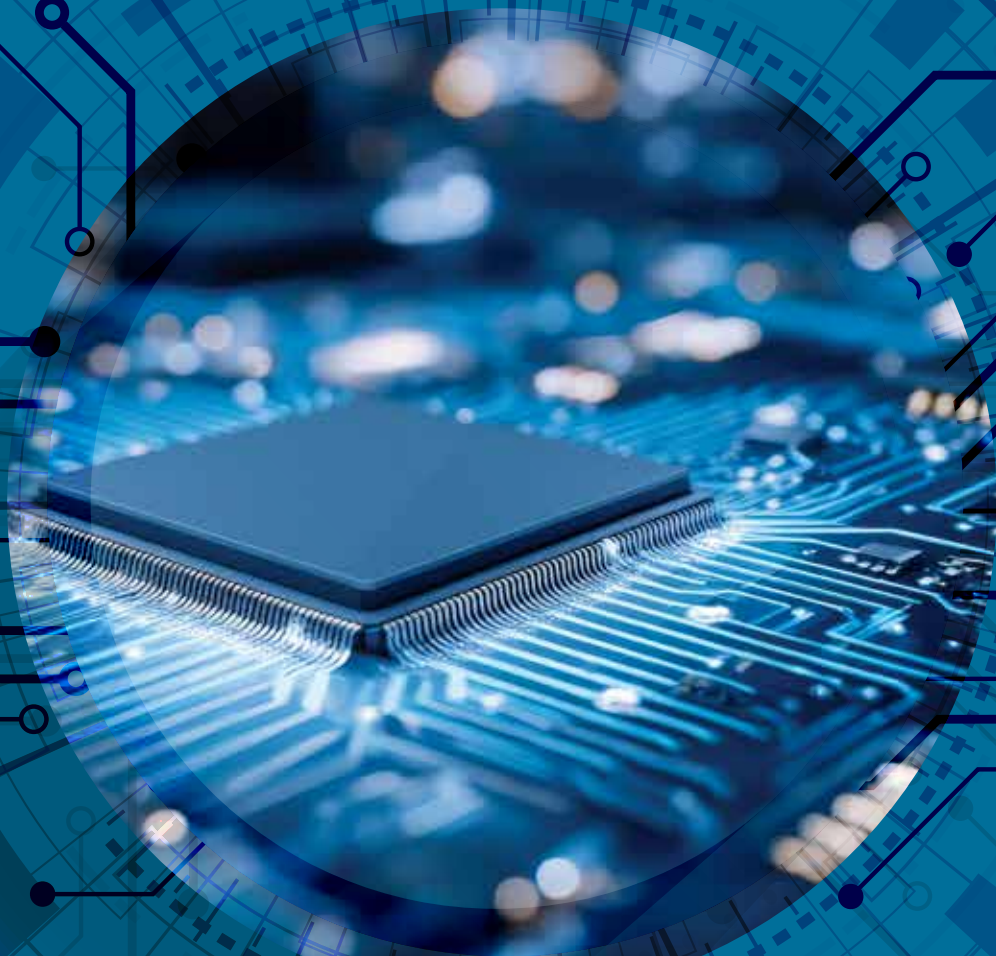
GENERAL:

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. In addition, in the case of Shares entered in the Depository Register, the Company may reject any Proxy Form lodged if the member, being the appointor, is not shown to have Shares entered against his name in the Depository Register as at 72 hours before the time appointed for holding the Meeting, as certified by The Central Depository (Pte) Limited to the Company.

We are **BETTER
TOGETHER**

We are
PARTNER

We are
WINNER





GLOBAL TESTING
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