

Annual Report 2025





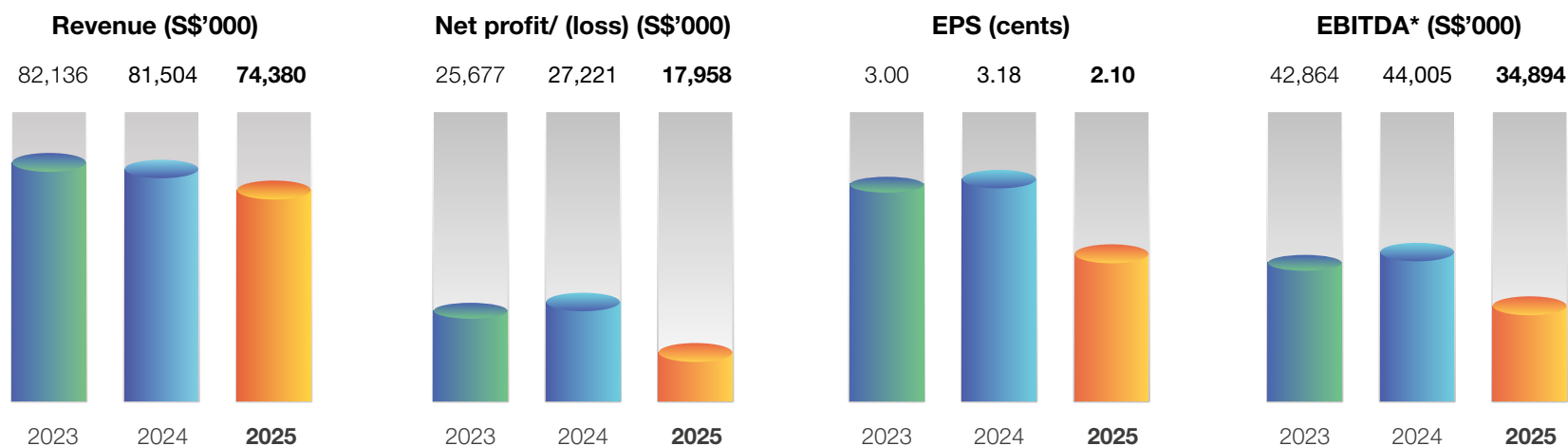
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Financial Highlights

Year ended 31 December

	2025	2024	2025 vs 2024 Change %
INCOME STATEMENT (\$S'000)			
Revenue	74,380	81,504	(8.7)
Profit before tax	27,902	36,219	(23.0)
Attributable net profit	17,958	27,221	(34.0)
STATEMENT OF FINANCIAL POSITION (\$S'000)			
Shareholders' equity	272,938	273,590	(0.2)
Total assets	356,118	360,913	(1.3)
Total cash	187,136	188,165	(0.5)
Total borrowings	2,900	6,038	(52.0)
FINANCIAL RATIO (%)			
Return on average shareholders' equity:			
- Profit before tax	10.21	13.50	(24.4)
- Attributable net profit	6.57	10.15	(35.2)
PER SHARE DATA (CENTS)			
Attributable net profit	2.10	3.18	(34.0)
Net assets	31.91	31.98	(0.2)



* EBITDA = Earnings before interest expense/ (income), taxes, depreciation, amortisation and impairment loss/(write-back)



Chairman's Statement

STAYING RELEVANT, STRENGTHENING OUR APPEAL

The Group's principal business remains the operation of premier, iconic tourist attractions located at key tourism destinations. Our flagship assets — **Shanghai Ocean Aquarium** and the **Singapore Flyer** — continue to benefit from their central locations, strong brand recognition, and accessibility, enabling us to deliver memorable and high-quality visitor experiences.

Over the years, our attractions have enjoyed broad appeal among both domestic and international visitors. The Group's continued focus on staying relevant, refreshing our offerings, and adapting to evolving consumer preferences remains central to sustaining this appeal.

While the Group delivered a solid performance in FY2025, led by the improved contribution from Shanghai Ocean Aquarium, overall performance has yet to fully return to pre-COVID levels. During the year, we continued to invest in our assets, including the refurbishment of exhibit zones and the launch of the reimagined **Time Capsule** at the Singapore Flyer. Total capital expenditure for these enhancement initiatives amounted to approximately **S\$7.5 million**.

Against a backdrop of cautious consumer spending, the recovery momentum at Shanghai Ocean Aquarium has been encouraging. The Singapore Flyer, however, experienced a decline in the second half of the year compared with the corresponding period, mainly due to a reduction in visitor arrivals from China.

Although global geopolitical uncertainties and cost pressures continue to weigh on consumer sentiment, we remain cautiously optimistic about the medium-term outlook. The tourism sector in both Singapore and China shows signs of a sustained recovery, supported by the gradual normalisation of travel patterns and improving regional mobility.

For the financial year ended 31 December 2025, the Group recorded a **net profit of S\$17.96 million**, compared with the prior year which included a one-off settlement fee of S\$3.0 million received. Excluding such exceptional items, our underlying performance remained resilient.

Our financial position continues to be robust. As at year-end, the Group held **net cash of S\$183.12 million** and remains free of external borrowings. This strong balance sheet provides us with flexibility to continue regular asset enhancement programmes and positions us to pursue selective collaboration or acquisition opportunities where they create long-term value.

In view of the tourism recovery in our operating markets and our healthy financial position, the Board proposes a **first and final dividend of 1.50 cents per share**, representing a payout ratio of approximately **71%**. This reflects our commitment to rewarding shareholders while maintaining prudent capital management.

OUTLOOK FOR THE YEAR AHEAD

China has indicated a GDP growth target of around 5% for 2026. As the country continues its transition toward a more consumption-driven economy, supported by fiscal initiatives and structural reforms, this is expected to benefit the tourism and leisure sectors and gradually improve consumer confidence.

In Singapore, international visitor arrivals are projected to continue rising. As a family-friendly, iconic attraction, the Singapore Flyer remains well positioned to benefit from visitor flows from key markets such as Mainland China, India and ASEAN countries.

While near-term uncertainties remain, the Group is confident that the structural recovery in tourism and leisure demand provides a stable foundation for

gradual growth. We will continue to focus on product refreshment, operational efficiency, and disciplined capital allocation to enhance long-term shareholder value.

APPRECIATION

On behalf of the Board, I extend my sincere appreciation to all who have supported the Group over the past year:

- **Our staff and management teams** across the Group, whose dedication and professionalism continue to create positive and memorable experiences for visitors.
- **Our business partners, consultants, and stakeholders**, whose collaboration has contributed to our operational resilience.
- **My fellow Directors**, for their guidance and stewardship. I also record our appreciation to Board members who stepped down during the year as part of the Board renewal exercise.
- **Our shareholders**, for their continued trust and support.

The COVID-19 pandemic was a defining period for the tourism industry. While it was a sobering experience, the Group emerged with strengthened financial discipline and a sharper focus on our core assets. We are now better prepared to capture future opportunities, enhance our offerings, and build sustainable growth.

Wu Hsioh Kwang
Executive Chairman



Corporate Information

BOARD OF DIRECTORS

Mr. Wu Hsioh Kwang, Executive Chairman
Mr. Deng Huan, Non-Executive Director (Appointed on 26 May 2025)
Mdm. Chua Soh Har, Non-Executive Director
Mr. Teo Ser Luck, Lead Independent Director
Ms. Tan Khiaw Ngoh, Independent Director
Mr. Tan Kang Uei, Anthony, Independent Director
Mr. Peh Nam Chuan Adrian, Independent Director (Appointed on 20 May 2025)
Ms. Wu Xiuyi, Alternate Director to Mr. Wu Hsioh Kwang
Mr. Sean Wu Xiuzhuan, Alternate Director to Mdm. Chua Soh Har

AUDIT & RISK COMMITTEE

Mr. Teo Ser Luck (Chairman)
Ms. Tan Khiaw Ngoh
Mr. Peh Nam Chuan Adrian

REMUNERATION COMMITTEE

Mr. Teo Ser Luck (Chairman)
Mr. Tan Kang Uei, Anthony
Mdm. Chua Soh Har

NOMINATING COMMITTEE

Mr. Tan Kang Uei, Anthony (Chairman)
Mr. Peh Nam Chuan Adrian
Mr. Wu Hsioh Kwang

REGISTERED OFFICE

10 Anson Road #30-15
International Plaza
Singapore 079903
Tel: 65 6223 3082
Fax: 65 6223 3736

COMPANY SECRETARY

Mdm. Lotus Isabella Lim Mei Hua

SHARE REGISTRARS AND TRANSFER OFFICE

Tricor Barbinder Share Registration Services
9 Raffles Place, #26-01 Republic Plaza
Singapore 048619
Tel: 65 6236 3333

PRINCIPAL BANKERS

Bank of Shanghai
China Construction Bank
DBS Bank Limited
Industrial and Commercial Bank of China Limited
United Overseas Bank Limited

AUDITOR

PricewaterhouseCoopers LLP
7 Straits View, Marina One,
East Tower, Level 12
Singapore 018936

Partner-in-charge:

Mr. Alex Toh Wee Keong (since 20 May 2025)

INTERNAL AUDITOR

Ernst & Young Advisory Pte Ltd

SENIOR MANAGEMENT

Mr. Wu Hsioh Kwang
Executive Chairman

Mr. Amos Ng Chiau Meng
Chief Financial Officer

Mr. Wang Liang
Senior Vice President (Operations, China)

Mdm. April Ng Kim
Senior Vice President

Ms. Wu Xiuyi
Senior Vice President

Mr. Sean Wu Xiuzhuan
*Senior Vice President (Corporate Development
& Risk Management)*

Board of Directors



MR. WU HSIOW KWANG

Executive Chairman / Executive Director

Mr. Wu Hsioh Kwang is the founder of Straco Corporation Limited and has been instrumental in driving the Group's growth since its inception. Mr. Wu was appointed as Executive Chairman of the Company in March 2003, to lead the Group in its strategic vision and overall management. As Chairman of the Board, Mr. Wu provides valuable business insight and guidance to the Board in developing growth strategies for the Group's businesses. Mr. Wu's other appointments include, Senior Honorary Council Member of Singapore Chinese Chamber of Commerce and Industry and Board Member of Sun Yat Sen Nanyang Memorial Hall. In 2015, Mr. Wu was awarded the White Magnolia Award in Shanghai for his contributions to the Municipal City of Shanghai. In 2016, he received the Public Service Medal at the Singapore National Day Awards, and in the same year, he was awarded the Nanyang Distinguished Alumni Award by Nanyang Technological University (Singapore). Mr. Wu holds a Bachelor of Commerce degree from the former Nanyang University (Singapore).

MR. TEO SER LUCK

Lead Independent Director



Mr. Teo Ser Luck was appointed as an Independent Director in July 2019. He is currently the Independent Non-Executive Chairman of BRC Asia Limited, Deputy Chairman of Serial Systems Limited, Lead Independent Director of China Aviation Oil (Singapore) Corporation Limited, and Independent Non-Executive Director of Yanlord Land Group Limited and Super Hi international Holding Limited.

Mr. Teo is an entrepreneur and investor with business ventures in various sectors, mainly technology related in the areas of e-commerce, finance, education, food, hardware, general commodities, sports and fitness, event management and consumer brand and franchise. He is the founding investor of a listed software company.

He was Adviser to the Institute of Chartered Accountants of Singapore ("ISCA") from 2009 to March 2022 and is currently the President of ISCA. He is also Advisor to the Singapore Fintech Association.

Mr. Teo was a Member of the Parliament ("MP") of Singapore representing the Pasir Ris-Punggol Group Representation Constituency from May 2006 to July 2020. In his

11 years of full-time political office holder till July 2017, he had served as Minister of State for Trade and Industry, Minister of State for Manpower, Mayor of the North East District of Singapore and coordinating Chairman of Mayors Committee. He was also the Senior Parliamentary Secretary in the Ministry of Community Development, Youth and Sports, and Ministry of Transport. Mr. Teo holds a Bachelor of Accountancy Degree from the Nanyang Technological University, Singapore.

MS. TAN KHIAW NGOH

Independent Director



Ms. Tan Khiaw Ngoh was appointed as an Independent Director in May 2024. She is currently an Independent Director of Singapore Land Group Limited.

Ms. Tan worked in the audit profession for more than 35 years and was an audit partner with PricewaterhouseCoopers from 1994 until her retirement in June 2017.

Ms. Tan has been actively involved in charity work since the late 1990s. She is currently Deputy Chairman of Singapore Children Society and also serves as Chairman of its Audit & Risk Committee and Awards Committee. She is also a director of Ang Mo Kio - Thye Hwa Kuan Hospital, Vanguard Health Fund Limited and member of Medifund Committee of Khoo Teck Puat Hospital. She received the Public Service Medal (PBM) award from the Government of Singapore in August 2022.

Ms. Tan holds a Bachelor of Commerce (Accountancy) degree from the former Nanyang University (Singapore). She is a Justice of Peace and a Fellow Member of the Institute of Singapore Chartered Accountants (FCA).

MR. TAN KANG UEI, ANTHONY

Independent Director



Mr. Tan Kang Uei, Anthony was appointed as an Independent Director in May 2024. He is currently the Chief Executive Officer ("CEO") of MOH Holdings, the holding company of Singapore's public healthcare entities. He is also the Independent Non-Executive Director of Super Hi International Holdings Limited, listed on the Hong Kong Stock Exchange.

Prior to joining MOH Holdings, Mr. Tan was the Deputy CEO of Singapore Press Holdings Limited and was responsible for overseeing the group's media business.

Mr. Tan had extensive experience across the public sector spanning more than 15 years in the earlier part of his career. He had served in leadership positions in various organisations including the Ministry of Health, Finance, Home Affairs, Manpower as well as the People's Association. He was Deputy Secretary (Policy), Ministry of Health and concurrently Principal Private Secretary/ Special Assistant to the late Mr. Lee Kuan Yew from 2011 to 2014.

Mr. Tan is also active in the local business community. He sits on the Standing Committee of the Singapore Chinese Chamber of Commerce & Industry. He was awarded the Public Service Medal (PBM) by the Government of Singapore in 2021.

Mr. Tan graduated from the National University of Singapore in 1997 with an Honours Degree in Political Science. He also has a Master of Science (Management) degree from the Stanford Business School. He completed his Advanced Management Program at Harvard Business School in June 2021. He is a Fellow under the Lien Ying Chow Legacy Fellowship, which supports leaders in Singapore and China to address the cultural, business and communal needs of the two countries.

MR. PEH NAM CHUAN ADRIAN

Independent Director



Mr. Peh Nam Chuan Adrian was appointed as an Independent Director in May 2025. He is a senior lawyer in Singapore with more than 38 years of experience. He is currently the Chairman of Adsan Law LLC. He is also on the Roll of Solicitors in England and Wales and a Notary Public.

Adrian is also Alternate Chairman of the Criminal Law Advisory Committee (Review) and a member of the Board of Visiting Justices and Board of Inspection under the Ministry of Home Affairs. He is a Core Council Member of the Singapore Chinese Chamber of Commerce & Industry. He also sits on the Chinese Oral History Committee and is a Board member of the Singapore Hospice Council and Sun Yat Sen Nanyang Memorial Hall.

He is a fellow of the Insolvency Practitioners Association of Singapore and a fellow of the Singapore Institute of Arbitrators. Adrian also sits on the Oversight Committee for Designated Benchmarks under Securities and Futures (Financial Benchmarks) Regulations. He is a member of the Inquiry Panel appointed by the Chief Justice under the Legal Profession Act and a member of the Public Service Commission

Disciplinary Panel. He is an Accredited Associate Mediator of Singapore Mediation Centre and a member of the ICC Singapore Arbitration Group.

Adrian was awarded the Public Service Medal conferred by the President of the Republic of Singapore in 2014. He was appointed Justice of the Peace by the President in April 2018.

MDM. CHUA SOH HAR

Non-Executive Director



Mdm. Chua Soh Har, spouse of Mr. Wu Hsioh Kwang, was appointed as a Non-Executive Director in June 2010. Mdm. Chua played an instrumental role in the establishment of Straco Corporation Limited. Together with Mr. Wu, Mdm. Chua was a founding member of the Group's China businesses. Mdm. Chua is a director of non-listed Straco

Holding Pte Ltd, the substantial shareholder of Straco Corporation Limited. With more than 30 years of experience in business management, international trading and investment, she has provided much guidance and advice for new opportunities that are relevant to the Group's businesses. Mdm. Chua holds a Bachelor of Commerce degree from the former Nanyang University (Singapore).

MR. DENG HUAN

Non-Executive Director



Mr. Deng Huan was appointed as a Non-Executive Director in May 2025. Currently, he serves as a dedicated nominee director for China Poly Group, a director of Shanghai Poly Property Co., Ltd, a director of Poly Investment Holdings Co., Ltd, a director of Poly Property Group Co., Ltd, and a director of China Haisum Engineering Co., Ltd. Since

July 2009, Mr. Deng has held various positions including supervisor and assistant director in the planning and development department; assistant director, deputy director, and director of the board office; director of corporate development; director of science and technology management and industry promotion centre; and assistant general manager of China Light Industry Group Co., Ltd. Mr. Deng holds a Master's Degree in Business Administration from the Central University of Finance and Economics and is a senior economist.

Management and Operational Team

MR. WU HSIQH KWANG

*Executive Chairman
Chief Executive Officer*

Mr. Wu Hsiqh Kwang is the founder of Straco Corporation Limited and has been instrumental in driving the group's growth since its inception. Mr. Wu was appointed as Executive Chairman of the Company in March 2003, to lead the Group in its strategic vision and overall management. As Chairman of the Board, Mr. Wu provides valuable business insight and guidance to the Board in developing growth strategies for the Group's businesses. Mr. Wu's other appointments include, Senior Honorary Council Member of Singapore Chinese Chamber of Commerce and Industry and Board Member of Sun Yat Sen Nanyang Memorial Hall. In 2015, Mr. Wu was awarded the White Magnolia Award in Shanghai for his contributions to the Municipal City of Shanghai. In 2016, he received the Public Service Medal at the Singapore National Day Awards, and in the same year, he was awarded the Nanyang Distinguished Alumni Award by Nanyang Technological University (Singapore). Mr. Wu holds a Bachelor of Commerce degree from the former Nanyang University (Singapore).

MR. AMOS NG CHIAU MENG

*Chief Financial Officer
Senior Vice President (Finance & Administration)*

Mr. Amos Ng Chiau Meng joined us in September 2000. He is responsible for the finance and accounting, human resources and administration, and financial reporting and statutory compliance of our Group. Prior to joining the Group, Mr. Ng worked with PSA Corporation Ltd as the General Manager of its overseas JV subsidiary China Merchants-PSA Logistics Network Co. Mr. Ng's other appointments include Global Council Member

and member of the Nominating and Governance Committee of ACCA. Mr. Ng also served as Chairman of Network Panel ACCA Singapore from 2015 to 2017, member of the Practice Monitoring sub-committee with Accounting and Corporate Regulatory Authority (ACRA) from 2016 to 2022; member of the Ethics Committee of the Institute of Singapore Chartered Accountants (ISCA) from 2019 to 2025; Chairman of the Audit Committee of the Autism Association (Singapore) from 2018 to 2025 and member of the Finance & Investment Committee of Singapore Chinese Cultural Centre from 2014 to 2025. Mr. Ng is both a Fellow Member of the Institute of Singapore Chartered Accountants (FCA) and a Fellow Member of the Association of Chartered Certified Accountants (FCCA). Mr Ng is also a Senior Accredited Director.

MR. WANG LIANG

*Senior Vice President (Operations, China)
Board Chairman - Shanghai Ocean Aquarium (SOA)*

Mr. Wang Liang joined us in January 1997. He was redesignated as the Board Chairman of Shanghai Ocean Aquarium (SOA) in February 2026. As the former General Manager of SOA, he oversaw the management and operations of the Company. He was involved in the initial development and the operation of SOA since its inception. Prior to joining the Group, Mr. Wang was the Manager of the Shanghai office of China Poly Group Corporation. Mr. Wang holds a diploma in engineering from Aeronautical Technology Institute of People's Liberation Army (Navy).

MDM. APRIL NG KIM

*Senior Vice President
Assistant to Executive Chairman*

Mdm. April Ng Kim joined us in January 1997. She assists the Executive Chairman in monitoring the daily operations of the Group's subsidiaries and facilitating

internal communication. Prior to joining the Group, Mdm. Ng was the Secretary in charge of Chinese Affairs with Golden Resources Development Ltd (Hong Kong). Her other experiences include serving as Office Manager with Ta Kung Industrial Co., Ltd (Ta Kung Pao Hong Kong). Mdm. Ng graduated from Jiangnan University with a degree in Chinese Language and Literature.

MS. WU XIUYI

*Senior Vice President
Assistant to Executive Chairman*

Ms. Wu Xiuyi joined us in October 2004. She assists the Executive Chairman in monitoring the daily operations of the Group's subsidiaries. Ms. Wu has been involved in various management roles within the Group, including marketing, human resource, operations and business development. She was the Assistant General Manager at Shanghai Ocean Aquarium and is currently a director for a few subsidiaries of the Group in Singapore and China. Before joining us, Ms. Wu has worked at a Singapore law firm and an international audit firm. She holds a Bachelor of Arts in Psychology from the University of Sydney and a Master of Science in Psychology and Neuroscience of Mental Health from King's College London.

MR. SEAN WU XIUZHUAN

Senior Vice President (Corporate Development & Risk Management)

Mr. Sean Wu joined the Group in November 2007. As a member of the Executive Chairman's Office, he collaborates with the Group's senior management to oversee operations and drive capability development

across subsidiaries. He also conducts quality control and due diligence for new investments, ensuring alignment with the Group's strategic objectives.

Since joining, Mr. Wu has played a key role in the execution of significant mergers and acquisitions, including the acquisition of Underwater World Xiamen and the Singapore Flyer. Additionally, he coordinates the Group's risk management initiatives and reports directly to the Audit and Risk Committee of the Board of Directors. Before joining the Group, Mr. Wu served as a Senior Officer at Singapore's Economic Development Board, where he contributed to strategic initiatives and policy implementation in the education sector.

Mr. Wu holds a Bachelor's Degree in Economics from University College London and an MBA from the Haas School of Business, University of California, Berkeley. At the industry and community level, he serves as a Council Member of the Singapore Chinese Chamber of Commerce and Industry. He is also a Board member of the Singapore Chinese Cultural Centre, where he chairs the Finance, Investment and Establishment Committee, and serves as Board Treasurer of the Jazz Association (Singapore).

MR. RINGO LEUNG KWOK HO

*Vice President (Operations, Singapore)
General Manager- Singapore Flyer (SF)*

Mr. Ringo Leung joined us in January 2015. He is in charge of the management and operations at Singapore Flyer. Prior to joining the Group, Mr. Leung was the General Manager of nex, one of Singapore's largest regional malls. Mr. Leung has more than 30 years of experience in the lifestyle, leisure and hospitality industries across Singapore, Hong Kong and Mainland China. Mr. Leung holds a Master of Arts degree in Sport and Recreation Management from the Victoria University of Technology, Australia.

MR. JIM YANG YONG

*Vice President (Marketing & Sales, China)
Deputy General Manager – Shanghai Ocean Aquarium (SOA)
Director (Marketing & Sales) – Shanghai Ocean Aquarium (SOA)*

Mr. Jim Yang Yong joined us in June 2013. He is responsible for the areas of marketing and sales, retail and operations at our subsidiaries in China. Mr. Yang has more than 20 years of experience in the tourism industry in China with a strong focus on Marketing and Sales and Attraction Management. Prior to joining us, Mr. Yang worked for Merlin Entertainments Group as Marketing Director of Shanghai Cluster and General Manager of Madame Tussauds Shanghai. Mr. Yang holds a Diploma in Educational Communication & Technology from Shanghai International Studies University, and a Master Degree in International Hotel & Tourism Management from Institut Vatel (France).

MR. CHARLES CAI YIWEI

*Vice President (Technical, China)
General Manager – Underwater World Xiamen (UWX)*

Mr. Charles Cai Yiwei joined us in March 2011. He is involved in the areas of technical-related matters at our subsidiaries in China. As of January 2016, Mr. Cai has been overseeing overall operations at Underwater World Xiamen as General Manager. Prior to joining us, Mr. Cai was the Deputy General Manager of Shanghai Aufun Investment Consulting and Project Manager at the TOA Canada Corporation, Siemens Building Technologies Ltd and Frisco Bay Industry Ltd. Mr. Cai holds a Master Degree in Material Science and Engineering from Shanghai Jiao Tong University and has received the Global Credential – Project Management Professional by Project Management Institute (USA) in 2001. Mr. Cai also serves as Supervisor of The Fifth Supervisory Board (2018-2023) at Xiamen Tourism Association, Board

Member of the 7th Council of Xiamen Association of Enterprises with Foreign Investment (XAEFI) (2019-2024), Member of the 8th Committee (2019-2024) and Representative of the 8th Congress of Xiamen Society of Science and Technology (2019-2024), Member of the first organization of Chinese White Dolphin Conservation Alliance (CWDCA), Member of Shanghai Overseas Returned Scholars Association (SORSA), Representative of the 4th Congress of Siming District Association for Science and Technology (2023-2028), Honorary member of Siming District Science and Technology Association (2023-2028). Board Member of the 8th Council of Xiamen Association of Enterprises with Foreign Investment (XAEFI) (2024-2029), Representative of the 9th Congress of Xiamen Society of Science and Technology (2024-2029).

Mr. Cai holds a Master Degree in Material Science and Engineering from Shanghai Jiao Tong University and has received the Global Credential – Project Management Professional by Project Management Institute (USA) in 2001.

MR. SHEN LEI

General Manager – Shanghai Ocean Aquarium (SOA)

Mr. Shen Lei joined us in January 2026. He is in charge of the overall management and operations at Shanghai Ocean Aquarium (SOA). Prior to joining us, Mr. Shen served as the president of Shanghai ZOBON Real Estate Group, responsible for the Group's strategic development, project investment and asset management. Mr. Shen is adept at optimizing corporate structures and refining business strategies, with extensive success in commercial real estate spanning initial project positioning, mid-stage operations and later-phase upgradings. Mr. Shen holds a Bachelor of Science Degree in Investment Economics (Real Estate Focus) from Shanghai University of Engineering Science and an MBA from University of Northern Virginia.

Management and Operational Team

MR. HANS HE XU

Deputy General Manager – Shanghai Ocean Aquarium (SOA)

Mr. Hans He Xu joined us in August 2024 as Director (Special Project) of SOA. He was subsequently promoted to Deputy General Manager of SOA in March 2025, responsible for the areas of procurement, human resource administration and operational management. Mr. He has over 20 years of experience in internal audit at large corporate groups in China, focusing on internal control and management systems. Prior to joining us, Mr. He served as China Regional Audit Director at CP Group, and Audit Manager at Greenland Group and A.S. Watson Group. Mr. He graduated with a Bachelor Degree in Accounting from Nanjing University of Finance and Economics, holding certificates of CPA (Certified Public Accountant), CIA (Certified Internal Auditor) and Intermediate Accountant.

MDM. TINA TIAN JING

Finance Director – Shanghai Ocean Aquarium (SOA)

Mdm. Tian Jing joined us in September 2024. She is responsible for the financial management at our subsidiaries in China. Prior to joining us, she gained extensive financial work and management experience across multiple sectors including hotel management, internet, and real estate, having held financial management positions such as Senior Financial Manager and Group Financial Manager at multinational enterprises including Starwood Hotels & Resorts Worldwide, Inc. and OYO Group.

Mdm. Tian holds the Certified Public Accountant (CPA) qualification and the Intermediate Accountant

Professional Title in China, and is also a member of the Shanghai Institute of Certified Public Accountants. Academically, she obtained a Bachelor's Degree in Accounting from Nanjing Audit University, and a Master's Degree in Business Administration from Shanghai University of Finance and Economics, holding a postgraduate academic credential.

MR. XIE FAN

*General Manager- Lintong Lixing Cable Car Co., Ltd. (LLC)
General Manager- Xi'an Lintong Zhongxin Tourism Development Co., Ltd. (XLZTD)*

Mr. Xie Fan joined us in 2016 as the Project Manager of Xi'an Lintong Zhongxin Tourism Development Co., Ltd. He was subsequently promoted to Engineering Director in 2017, Deputy General Manager of LLC in 2020, and General Manager of LLC and XLZTD in 2021. He is responsible for the management and operations of our cable-car services and also in charge of the Chao Yuan Ge development project under XLZTD.

Prior to joining our Group, Mr. Xie served as Chief Engineer of Shaanxi Linyang Real Estate Co., Ltd. His other experiences include serving as Deputy Project Manager and Engineering Manager with Shaanxi Jinyuan Group, Assistant to General Manager with Shaanxi Huishang Investment Group, Deputy General Manager with Shaanxi Heng'ao Real Estate Co., Ltd, and serving as Assistant Engineer, Engineer, Chief Engineer, Project Director at Fourth Military Medical University between 1986 to 2009. Mr. Xie Fan holds a Bachelor's Engineering Architecture from Nanjing Institute of Military Engineering. In April 2012, he obtained the National First-class Construction Engineer registration qualification certificate.

Operations Review

OVERVIEW

The Group recorded a net profit of \$17.96 million in FY2025, 34% lower compared to FY2024. Group revenue was \$74.38 million, 8.7% lower than FY2024, as overall visitor arrivals to our attractions were lower amid a challenging economic and operating environment shaped by uneven tourism recovery, shifting tourists' behaviour and heightened competition. While our Shanghai aquarium reported a single-digit increase in visitor arrivals compared to last year, the other attractions in China, as well as Singapore Flyer registered declines ranging from 10% to 40%. Overall visitor arrivals to all the Group's attractions were 2.95 million, 12.2% lower than FY2024.

The Group's operating assets during FY2025 included:

- Shanghai Ocean Aquarium ("SOA"), situated in the Lujiazui Financial District of Pudong, Shanghai.
- Underwater World Xiamen ("UWX"), located on Gulangyu Island in Xiamen.
- Lintong Lixing Cable Car ("LCC"), a cable car service at Mount Lishan in Xi'an.
- Singapore Flyer, located in the Marina Bay precinct, Singapore.

Faced with softer visitation, the Group focused on curated seasonal campaigns, experiential enhancement, digital engagement and disciplined cost management to sustain operating performance amidst shifting consumer behaviour.

Shanghai Ocean Aquarium (SOA)

In FY2025, SOA continued to execute a structured calendar of themed campaigns aligned with major holiday periods, while strengthening its digital marketing and youth engagement strategy.

During the Spring Festival period, SOA launched the "Explore Underwater Treasures" campaign, integrating eight Chinese aquatic species into an interactive treasure-hunt format supported by festive-themed activities and media outreach. Although revenue and visitor arrivals during the eight-day holiday period declined year-on-year, the campaign maintained strong brand visibility and visitor engagement.





The Labour Day holiday featured the “Special Underwater Creatures” themed programme, combining science-based educational content with interactive activities and bundled ticket offerings. Despite marginally lower footfall, revenue recorded a slight increase compared to the corresponding period in 2024, reflecting improved yield management.

The summer vacation period introduced the unique “Flashlight Fish” exhibition, showcasing a rare luminous species in a dedicated exhibit zone. Enhanced night-session programming and interactive elements supported stable summer revenue performance year-on-year. The exhibition generated strong social media traction and reinforced SOA’s positioning as a base promoting science education.

Building on the summer momentum, the National Day “Who Is Glowing in the Ocean?” campaign integrated online photography contests and on-site stamp collection activities. The week-long holiday recorded double-digit year-on-year growth in both visitor numbers and revenue, demonstrating effective campaign execution.

Digital media engagement continued to strengthen in 2025. SOA expanded its presence across WeChat, Douyin and Xiaohongshu, with improvements in follower growth, content reach and online ticket conversion. The launch of the official Douyin store during the Shanghai Tourism Festival period yielded encouraging sales results, validating the platform’s commercial potential.

Community engagement remained an important focus. A widely shared handwritten reply to a young visitor’s letter in early 2025 generated extensive positive media coverage and was later recognised among Shanghai’s

“Warm Moments of the People’s City,” reinforcing SOA’s brand goodwill and public image.

Overall, SOA management demonstrated consistent execution of integrated seasonal campaigns while maintaining strong digital engagement and community outreach amid a competitive market environment.

Underwater World Xiamen (UWX)

UWX operated in a competitive regional landscape and focused on strengthening its role as both a tourism attraction and a science education base.

During the year, UWX delivered four major themed exhibitions aligned with key holiday periods, including Spring Festival, summer vacation and National Day campaigns. These activities were complemented by collaborative programmes with local government agencies, trade unions and schools, enhancing local visibility and community engagement.

Educational outreach remained robust. UWX hosted multiple student study tours and delivered structured science education sessions to schools and youth groups. Digital educational content published through WeChat and Douyin platforms further expanded outreach and supported the aquarium’s science popularisation mandate.

On the commercial front, UWX strengthened partnerships with digital ticketing platforms including Douyin, Meituan and Ctrip, launching targeted off-season promotions and university student campaigns. Paid digital advertising achieved measurable returns, contributing incremental ticket sales while expanding brand exposure.

UWX's performance and contributions were recognised through several local awards and industry acknowledgements during the year. Management continues to prioritise balanced development between commercial performance and public education responsibilities.

Lintong Lixing Cable Car (LCC)

Amid softer domestic tourism conditions, LCC maintained stable operations with continued emphasis on safety, service quality and cost discipline.

Although visitor numbers and revenue declined year-on-year, the reduction was narrower than the broader district benchmark, reflecting relative operational resilience. The company achieved zero safety incidents and zero customer complaints in 2025.

Infrastructure enhancements were completed at both upper and lower stations, including station upgrades, pathway improvements and supporting facilities, improving the overall visitor experience and operational reliability. Preventive maintenance and inspection protocols were further strengthened, including advanced internal structural checks to ensure safety compliance.

LCC also introduced interactive weekend cultural and heritage activities to enhance the visitor experience and encourage social media engagement. Cost management measures, including flexible staffing during peak periods and tighter expense controls, supported operational efficiency.

This balanced approach to safety governance, facility upgrading and service enhancement enabled LCC to maintain operational stability in a challenging environment.



Singapore Flyer

Singapore Flyer navigated a competitive tourism environment in 2025 while strengthening its positioning as an iconic lifestyle attraction.

In conjunction with Singapore's 60th year of independence celebrations (SG60), Singapore Flyer introduced an enhanced integrated experience combining the observation wheel with an upgraded Time Capsule pre-flight journey, extending the

overall visitor experience duration. The introduction of a locally inspired menu at 165 Sky Dining further diversified premium offerings.

Throughout the year, Singapore Flyer executed a series of brand collaborations and thematic activations, including immersive partnerships and large-scale experiential makeovers. The National Day waterfront night market returned following its successful debut, reinforcing the attraction's role as a lifestyle destination.

High-visibility pop culture collaborations and Formula 1 season activities contributed to sustained international exposure. Targeted promotional campaigns for seniors, families and local residents supported domestic market engagement.

Community partnerships and symbolic lighting initiatives continued throughout the year, underscoring Singapore Flyer's commitment to social engagement.

While visitor numbers moderated relative to the previous year's strong rebound, Singapore Flyer maintained brand equity and diversified revenue streams through experiential innovation and partnership-driven programming.

For the third year running, Singapore Flyer earned the prestigious Tripadvisor Travelers' Choice Awards Best of the Best, placing it among the top one-percent of global attractions.

FINANCIAL COMMENTARY:

The Group reported a net profit before tax of \$27.9 million in FY2025. In comparison, FY2024 saw a profit before tax of \$36.2 million, which included a one-off settlement fee of \$3.0 million received during the year.

Net cash inflow from operating activities amounted to \$27.3 million in FY2025, 27% lower than that of FY2024. During the year, the Group disbursed \$21.0 million in total for dividends and loan repayments, including full settlement of the outstanding temporary bridging loan and shareholder loans taken by Singapore Flyer during the COVID-19 period. As at 31 December 2025, the Group's cash and cash equivalent balance stood at \$186.0 million.



Sustainability Report

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Board Statement

The Board of Directors (“Board”) of Straco Corporation Limited (“Straco”) is proud to present the Sustainability Report for the period 1 January 2025 to 31 December 2025 (“FY2025”), marking our ninth consecutive year of sustainability disclosures. This report reinforces our commitment to embedding sustainable development into our core business strategy and decision-making processes. It offers a detailed account of our environmental, social and governance (ESG) practices, performance, and targets for FY2025.

In our third year of adopting the Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations, we have advanced our climate-related reporting. Notably, we completed our first qualitative scenario analysis in 2024, providing deeper insights into climate risks and opportunities and strengthening our resilience in an evolving environment.

As a leading developer, operator, and investor in world-class tourist attractions, Straco strives to deliver exceptional and enriching experiences to visitors. ESG considerations remain central to our strategy, guiding materiality assessments and shaping our sustainability roadmap.

Our Sustainability Steering Committee (“SSC”), comprising senior leaders and general managers from Shanghai Ocean Aquarium (“SOA”), Underwater World Xiamen (“UWX”), and Singapore Flyer (“SF”), conducts annual reviews of material ESG factors. These reviews, endorsed by the Board, ensure alignment with business priorities and stakeholder expectations. In 2025, we reaffirmed the ESG factors most critical to our operations, focusing on business growth, employee well-being and safety, community engagement, and marine biodiversity protection.

The Board continues to oversee ESG risks and opportunities with SSC support. All disclosures in this report have been reviewed and approved by the Board. We adopt a phased approach to managing sustainability impacts, setting short-, medium-, and long-term targets to drive meaningful progress.

Since establishing our baseline in 2017, we have consistently implemented initiatives to reduce our environmental footprint, particularly in energy and water consumption. Leveraging our strong visitor base, we actively organise educational programs promoting environmental protection and biodiversity conservation in China and Singapore. These programs benefit diverse groups, including students, migrant workers, and charitable organisations.

Amid turbulent global situations and related impact in China and Singapore, we aim to enhance operational sustainability by implementing advanced energy efficiency and water conservation practices. Additionally, we have strengthened community engagement, resulting in a notable increase in social programs across our entities.

The Board extends our sincere gratitude to all those who have supported Straco throughout our sustainability journey. We remain steadfast in our sustainability efforts to enhance the long-term value and trust of all our stakeholders.

2025 At a Glance

As the tourism market remained resilient, Straco met the majority of its targets for the year. For detailed information on the performance of each specific target, please refer to the table below.

MATERIAL FACTORS	INDICATOR	TARGET FOR FY2025	PERFORMANCE FOR FY2025	TARGET FOR FY2026
Environmental				
Energy	Energy consumption and energy intensity	Maintain or reduce energy consumption and GHG emissions from 2024 levels with a 10% variance 2024 levels: Energy Consumption: 61,012,305 MJ Energy Intensity: 1,314.33 MJ/m ²	✘ Not Achieved Energy Consumption: 62,752,925 MJ Energy Intensity: 1,351.82 MJ/m ² Energy consumption in 2025 increased by 2.85% compared to 2024 due to prolonged high temperatures during the summer and autumn in Shanghai, which placed additional pressure on SOA's electricity usage.	Maintain or reduce 2024 energy consumption and GHG emissions levels with a 10% variance Note: Consumption data may fluctuate due to changes in event frequency, extended operation hours, or variations in tenant occupancy rates.
	GHG emissions and GHG intensity	2024 levels: GHG Emissions: 8,690.22 tCO ₂ e GHG Emissions Intensity: 0.1872 tCO ₂ e/m ²	✓ Achieved GHG Emissions: 8,488.69 tCO ₂ e GHG Emissions Intensity: 0.1829 tCO ₂ e/m ² GHG emissions in 2025 decreased due to continued national-level grid decarbonisation, which reduced the emission factor of purchased electricity.	

MATERIAL FACTORS	INDICATOR	TARGET FOR FY2025	PERFORMANCE FOR FY2025	TARGET FOR FY2026
Environmental				
Water Management	Water consumption and water intensity	Maintain or reduce water consumption from 2024 levels with a 10% variance 2024 levels: Water consumption: 181,361 m ³ Water intensity: 3.91 m ³ /m ²	✓ Achieved Water consumption: 180,060 m ³ Water intensity: 3.88 m ³ /m ² Water consumption in 2025 decreased 0.7% compared with 2024.	Achieve a reduction in water consumption within a 10% variance from 2024 levels Note: Consumption data may fluctuate due to changes in event frequency, extended operation hours, or variations in tenant occupancy rates.
Social				
Animal Sourcing and Well-being	Use of global and national standards and initiatives on conservation	Continue to practise responsible sourcing of animals, explore new ways to further enhance the well-being of animals and actively partake in conservation efforts	✓ Achieved Followed accepted global and national standards, where available and relevant, for responsible animal sourcing and animal well-being and continued conservation efforts	Continue to practise responsible sourcing of animals, explore new ways to further enhance the well-being of animals and actively partake in conservation efforts
Talent Retention and Training	Average training hours per employee, per year	Maintain average of around 14 training hours per employee and provide performance review to all eligible permanent employees	✓ Achieved 19 hours	Maintain average of 14 hours of training per employee and provide performance review to all eligible permanent employees
	Annual new hires rate		23.1% (1.9% per month)	
	Annual turnover rate		25.1% (2.1% per month)	
	Provide performance review to all eligible permanent employees		✓ Achieved 100%	

MATERIAL FACTORS	INDICATOR	TARGET FOR FY2025	PERFORMANCE FOR FY2025	TARGET FOR FY2026
Social				
Health and Safety	Number of work-related fatalities	UWX/SOA: Continue to provide relevant training on health and safety and achieve zero high-consequence work-related injuries, including fatalities	✓ Achieved 0	UWX/SOA: Continue to provide relevant training on health and safety and achieve zero high-consequence work-related injuries, including fatalities. SF: Zero MOM reportable incidents, zero non-compliance to environmental regulations, and zero security breaches or incidents.
	Number of high-consequence work-related injuries (excluding fatalities)	SF: Zero MOM reportable incidents, zero non-compliance to environmental regulations, and zero security breaches or incidents.	✓ Achieved 0	
	Accident frequency rate ¹		6.75	
Local Communities	Initiatives on conservation education and charitable events	UWX/SOA: Continue to support local communities through partnerships and educational programs SF: Organise at least 2 Corporate Social Responsibility (“CSR”) activities for the less privileged, including the creation of at least one new ticket type designed to support a local social enterprise.	✓ Achieved SOA: Organised 35 education and outreach programs UWX: Organised 31 education and outreach programs SF: Organised or supported 22 CSR activities	UWX/SOA: Continue to support local communities through partnerships and educational programs SF: Continue uplifting the community through meaningful engagement and partnerships

¹ Based on the Ministry of Manpower’s (MOM) definition, Accident Frequency Rate (AFR) calculations include any workplace or work-related traffic injury that results in at least 24 hours of hospitalisation or more than 3 days of MC due to a single work-related accident.

MATERIAL FACTORS	INDICATOR	TARGET FOR FY2025	PERFORMANCE FOR FY2025	TARGET FOR FY2026
Governance				
Regulatory Compliance	Number of environmental and socio-economic non-compliance	Uphold the same high standard of conduct and maintain zero non-compliance with environmental and socio-economic regulations	✓ Achieved Zero non-compliance with environmental and socio-economic regulations	Uphold the same high standard of conduct and maintain zero non-compliance with environmental and socio-economic regulations
	Number of incidents of corruption and bribery	Maintain zero incidences of corruption and bribery	✓ Achieved Zero incidents of corruption and bribery	Maintain zero incidences of corruption and bribery

About this Report

Reporting Period and Scope

This sustainability report outlines Straco's policies, practices, performance, and targets related to the key ESG factors identified for the period from 1 January 2025 to 31 December 2025 ("FY2025"). The "Energy" and "Water Management" sections of this report cover its three primary revenue-generating assets: Shanghai Ocean Aquarium ("SOA"), Underwater World Xiamen ("UWX"), and Singapore Flyer ("SF"). Other entities within the Group, including the corporate office in Singapore and the Lixing Cable Car ("LCC"), are excluded from these sections unless specified, as they are considered immaterial in terms of environmental resource consumption and gross floor area. The "Social" and "Governance" sections include SOA, UWX, SF, and the corporate office in Singapore. Within the "Social" section, the "Animal Sourcing and Well-being" segment pertains only to the two aquariums, SOA and UWX.

Reporting Framework

This report complies with the sustainability reporting requirements of the Singapore Exchange Securities Trading Limited ("SGX-ST") Mainboard Listing Rules 711A and 711B on Sustainability Reporting, as well as Practice Note 7.6 Sustainability Reporting Guide (updated in January 2026). It marks the third consecutive year Straco has adopted the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"). In addition, this report has been prepared with reference to the Global Reporting Initiative Universal Standards 2021 ("GRI Standards"), a globally recognised framework for reporting on ESG matters. The GRI Standards were chosen for their comprehensiveness and relevance to Straco's industry and business model, providing a robust foundation for sustainability disclosures during the reporting period.

Feedback

All information is disclosed in good faith to the best of our knowledge. Straco welcomes your feedback. Please forward enquiries and feedback to contact@stracocorp.com.

















STAKEHOLDER ENGAGEMENT

Open and effective engagement is essential to creating value for Straco's key stakeholders. Through these interactions, we communicate expectations and drive continuous improvement in our sustainability practices. Straco leverages a variety of engagement methods, including the ongoing use of digital communication channels, to maintain meaningful connections. The following table highlights our key stakeholders and outlines the approaches we use to engage with them.

INTERNAL STAKEHOLDERS	MAIN OBJECTIVE	ENGAGEMENT METHODS	FREQUENCY
Employees	To create a safe, inclusive, and rewarding working environment to sustain employee morale	<ul style="list-style-type: none"> Safety training Training or skill upgrading Suggestion box 	<ul style="list-style-type: none"> Throughout the year
		<ul style="list-style-type: none"> Workers' Union meeting on employee welfare 	<ul style="list-style-type: none"> Bi-monthly to twice a year
		<ul style="list-style-type: none"> Team bonding activities 	<ul style="list-style-type: none"> Once to twice a year
Investors/ Shareholders	To disseminate accurate and timely information on the company's progress and direction	<ul style="list-style-type: none"> Release of financial results and other relevant disclosures through SGXNet and Straco's website 	<ul style="list-style-type: none"> Throughout the year
		<ul style="list-style-type: none"> Annual General Meeting 	<ul style="list-style-type: none"> Once a year
		<ul style="list-style-type: none"> Participation in non-deal road show 	<ul style="list-style-type: none"> Ad hoc
		<ul style="list-style-type: none"> Meeting with investors and stock analysts 	<ul style="list-style-type: none"> Throughout the year
EXTERNAL STAKEHOLDERS	MAIN OBJECTIVE	ENGAGEMENT METHODS	FREQUENCY
Customers	To understand customer expectations and enrich customer experience	<ul style="list-style-type: none"> Feedback box Customer review on official website and official social media platforms 	<ul style="list-style-type: none"> Throughout the year
		<ul style="list-style-type: none"> Market research and analysis 	<ul style="list-style-type: none"> At least once a year
Local Communities	To contribute to local communities through conservation education and research, as well as charitable activities	<ul style="list-style-type: none"> Education programs Charitable events 	<ul style="list-style-type: none"> Throughout the year

MATERIAL ESG FACTORS

We conduct an annual materiality review to ensure the identified material ESG factors remain relevant to our business practices. In 2025, Straco’s Sustainability Task Force (“STF”) reviewed and validated the list of material ESG factors, which was subsequently endorsed by the Sustainability Steering Committee (“SSC”). The table below summarises Straco’s identified material ESG factors and provides an explanation of their relevance and significance to the organisation.

ASPECT	MATERIAL ESG FACTORS	CONTRIBUTIONS TO UN SUSTAINABLE DEVELOPMENT GOALS (SDGS)	WHY IS THIS FACTOR MATERIAL TO STRACO
Economic	Economic Performance		As a for-profit tourism group, Straco is committed to creating economic value and ensuring dividend distributions to our shareholders while upholding strong ESG practices as a key tenet of our business.
Environmental	Energy	  	Our operations rely heavily on electricity for lighting, air-conditioning, and equipment functionality. Successfully reducing energy consumption not only lowers business costs but also decreases the Group’s carbon footprint, contributing to the global fight against climate change.
	Water Management	 	Given that two of the three entities covered in this sustainability report are aquarium attractions, water consumption is a critical aspect of our operations. Additionally, wastewater discharge is a significant concern for local governments and communities. Recognising that water is a scarce resource, the Group is committed to its conservation.
Social	Animal Sourcing and Well-being	 	As SOA and UWX exhibit diverse marine life, the Group is dedicated to acquiring marine species ethically and sustainably, avoiding endangered or sensitive species. Both SOA and UWX ensure that all animals receive a high standard of care within their facilities.
	Talent Retention and Training	 	Employee turnover can indicate dissatisfaction with the working environment and culture. High turnover disrupts operations as it necessitates time and effort to train new hires, reducing operational efficiency. To address this, Straco continues to develop and train its talent pool, fostering a supportive and safe working environment to enhance employee morale and satisfaction.
	Health and Safety	 	As a tourism group, guest safety is a top priority. Straco is committed to providing a safe and enjoyable experience for all visitors. Additionally, ensuring employee health, safety, and well-being is closely linked to operational productivity. A positive working environment reduces the risks of workplace injuries, high-consequence accidents, and associated government penalties while boosting employee engagement and efficiency.
	Local Community (including conservation education)	  	Straco is dedicated to social responsibility, actively giving back to local communities in China and Singapore. Through its aquariums, the Group promotes public education on marine life conservation and research.
Governance	Regulatory Compliance		As a business, Straco strictly adheres to local regulatory compliance measures. Aquarium operations are closely regulated by government authorities, and any non-compliance could result in reputational damage, regulatory fines, or licence revocation. To maintain its integrity, the Group adopts a zero-tolerance stance on corruption and bribery.

Sustainability Governance

Straco's sustainability governance framework is led by the Board of Directors and executed through the Sustainability Steering Committee ("SSC") and the Sustainability Task Force ("STF"). The SSC ensures that Straco's sustainability strategy aligns with global sustainability goals and integrates seamlessly with our business operations, driving environmental and socio-economic value creation.

Sustainability Steering Committee ("SSC")

The SSC is led by the Group's Chief Financial Officer and comprises senior management from each of Straco's major assets, including Shanghai Ocean Aquarium ("SOA"), Underwater World Xiamen ("UWX"), and Singapore Flyer ("SF"). The committee plays a pivotal role in assisting the Board in shaping Straco's sustainability objectives and strategies. It monitors overall sustainability performance and reports directly to the Board. By regular reviewing and refining sustainability initiatives, the committee ensures the initiatives align with both operational needs and global climate-related imperatives.

Sustainability Task Force ("STF")

The STF supports the SSC by driving the implementation of sustainability initiatives across the organisation. Consisting of representatives from various functions, the task force ensures that sustainability plans are effectively executed, monitored, and embedded in the company's daily operations.

Together, the SSC and the STF form a cohesive governance structure that reinforces Straco's commitment to advancing sustainability across all facets of its business.

Strengthening Climate Resilience and Risk Management

Our Commitment

As a major player in the tourism and attractions sector, Straco Corporation Ltd recognises the profound influence of climate change on the business environment. Our operations are closely linked to both climate change and biodiversity, particularly through the management of two major aquariums. We acknowledge that protecting the environment is critical to sustaining our success. To address these challenges, we have introduced strategic initiatives such as adopting energy-efficient technologies, promoting sustainable sourcing, and implementing habitat enhancement projects. These actions underscore our commitment to responsible environmental practices, ensuring Straco remains resilient and adaptable amid evolving ecological conditions.

Since adopting the TCFD framework in FY2023, we have aligned our climate-related disclosures with its four key pillars: strategy, governance, risk management, and metrics and targets. In FY2024, we engaged a third-party consultant to conduct our first qualitative Climate Scenario Analysis (“CSA”), covering assets in China and Singapore. This analysis enables us to better assess climate-related risks and opportunities impacting our business and serves as a strategic guide to strengthen resilience in an evolving environmental landscape, reinforcing our commitment to long-term value creation for stakeholders and society. The CSA also positions us to meet upcoming sustainability reporting requirements for listed companies in Singapore, which mandate climate-related disclosures aligned with the International Financial Reporting Standards (“IFRS”) Sustainability Disclosure Standards issued by the International Sustainability Standards Board (“ISSB”). In FY2025, we continue to conduct and advance the resilience measures to better manage the impact of relevant climate-related risks and opportunities.

Climate Scenario Analysis

This qualitative climate scenario analysis began with thoroughly reviewing Straco’s existing climate-related disclosures, transition trends, and peer practices. Based on this review, we identified potential risks and opportunities and carried out a risk assessment. Using criteria aligned with our Enterprise Risk Management (“ERM”) framework, we evaluated each risk and opportunity, assessing their potential business and financial implications. The findings were validated by Straco’s senior management, and these results have been documented in a risk register for future reference.

Through this approach, we identified six physical risk types and three transition risk types under two scenarios across three-time horizons, highlighting potential implications on financial performance and business operations. Operating Expenditure (“OPEX”) is defined as any operating expense that Straco incurs as a result of performing its normal business operations, while Capital Expenditure (“CAPEX”) is defined as funds used by Straco to acquire, upgrade, and maintain physical assets like buildings or equipment. The parameters, key risks, opportunities, and their implications are presented in the tables below.

During the analysis process, a list of physical and transition risks was identified as potentially relevant to Straco based on research. A rating procedure was subsequently applied to evaluate and rank the significance of these risks using assessment criteria aligned with our ERM framework. Physical and transition risks with “high” and above ratings were classified as significant risks and disclosed in this report. Straco is actively addressing the short (2030) and medium (2050) term impacts, while also monitoring long-term (2100) developments. We recognize the potential risks in the long term and are committed to proactively managing both current and future challenges.

Climate Scenario Analysis

PARAMETERS	
Climate scenarios	Below 2°C (RCP 2.6) and 4°C (RCP 8.5)
Time horizons	Short-term (2030), Medium-term (2050) and Long-term (2100)
Types of climate risks	Physical and Transition risks
Country scope	Singapore and China
Asset scope	SF, SOA, UWX
Property type	Tourist Attractions

Climate-Related Risks

RISK TYPE	RISK DESCRIPTION	AFFECTED TIME HORIZON	AFFECTED ASSET	RESILIENCE MEASURES
Physical Risk				
Coastal Flooding	Decreased revenue due to reduced visitor volume, caused by operational disruptions, infrastructure damage, and safety risks	<ul style="list-style-type: none"> 2100 	<ul style="list-style-type: none"> SOA² 	<ul style="list-style-type: none"> Follows Shanghai's 'Four Lines of Defence' strategy, including seawalls, embankments, and drainage systems. Plans to upgrade wastewater equipment and collaborate with local authorities to enhance flood protection. Develops and maintains emergency flood response plans with early warning systems and evacuation procedures. Focuses on continuous improvements to enhance resilience and ensure business continuity. Implements preventive flood measures across its facilities. Conducts regular waterproofing exercises to ensure operational readiness. Maintains the drainage system through emergency drainage equipment, gutter cleaning, and pipe clearing. Uses sandbags to seal gaps in doors and windows and reinforces ground-level glass doors. Inspects fish tank structures and acrylic adhesives regularly for safety. Plans to replace the color steel panels on the main building platform
	Increased OPEX due to productivity loss, caused by unsafe working conditions			
	Increased CAPEX due to organisms being harmed by toxic flood pollutants			
	Increased CAPEX due to costly repairs of damaged infrastructure			
	Increased OPEX due to supply chain and delivery disruptions			

² According to *Aqueduct Floods*, SOA faces HIGH coastal flooding risk in Year 2100 especially during larger floods due to the significant land subsidence, higher risk exposure (driven by population density, economic activity, and infrastructure concentration), and relatively low flooding protection levels. Land subsidence refers to the gradual sinking or settling of the Earth's surface (i.e. the ground shifts downward), making the area more prone to flooding. Among the three locations assessed, Shanghai has the highest levels of land subsidence, largely driven by groundwater extraction.

Climate-Related Risks

RISK TYPE	RISK DESCRIPTION	AFFECTED TIME HORIZON	AFFECTED ASSET	RESILIENCE MEASURES
Tropical Cyclones (Typhoons)	Decreased revenue due to reduced visitor volume, caused by operational disruptions, infrastructure damage, and safety risks	<ul style="list-style-type: none"> • 2100 	<ul style="list-style-type: none"> • SF³ 	<ul style="list-style-type: none"> • Working to reduce outdoor placement of fixtures and securing necessary items with counterweights. • Modified selected external glass doors to operate in a single opening direction to improve safety and stability during strong wind conditions.
Drought	Increased OPEX due to water supply disruptions	<ul style="list-style-type: none"> • 2050 • 2100 	<ul style="list-style-type: none"> • SOA 	<ul style="list-style-type: none"> • Builds a rainwater collection system to store water that can be used in the aquariums, reducing dependency on municipal water supply as a raw material and yielding cost savings in the future.
Average Seasonal Temperature	Increased OPEX due to increased energy consumption for maintaining indoor comfort levels	<ul style="list-style-type: none"> • 2100 	<ul style="list-style-type: none"> • SF • SOA • UWX 	<ul style="list-style-type: none"> • Explores workforce automation to minimise the impact of extreme weather on employees in semi-outdoor areas. • Plans to upskill employees in weather risk management and explore training for pre-emptive weather measures to improve operational resilience. • Utilises a chilled water system and standalone air-conditioning in Flyer Capsules, along with double-glazed facades and solar films to reduce heat and UV exposure. • Enhances cooling efficiency by operating systems during off-peak hours and plans to replace inefficient air-conditioning units. • Greenery around the site aids in cooling, and solar-reflective paint is being considered to further reduce heat. • Conducted maintenance on the cooling tower's air-cooled heat dissipation system, replacing ageing components to improve efficiency. • Inspects high-temperature equipment, improves insulation, and optimises energy consumption. • Diversifies water sources to ensure animal well-being and operational stability. • Manages indoor temperatures with air conditioning, uses fans in outdoor areas, and implements staff rotations to minimise heat exposure. • Provides daily cooling herbal tea to employees during summer to support heat prevention. • Installs shelters for selected equipment exposed to outdoor conditions to protect against weather and improve equipment lifespan • Plans to repaint the selected outdoor areas with heat-reflective paint as part of routine maintenance to reduce heat absorption.
	Increased OPEX due to organisms being harmed, by significant water temperature changes			
	Increased OPEX due to productivity loss, caused by uncondusive working conditions			
	Decreased revenue due to reduced visitor volume, caused by uncomfortable outdoor temperatures			

3 According to International Monetary Fund, Singapore's geographical location with a combination of increasing wind speeds, geographical concentration, and higher cost per unit area with expensive infrastructure, makes it more susceptible to typhoon-related damages in Year 2100. While all three cities face climate-related risks, Singapore's smaller size and concentrated assets magnify the impact of extreme weather events should it occur as compared to the broader land areas of the assets in China.

Climate-Related Risks

RISK TYPE	RISK DESCRIPTION	AFFECTED TIME HORIZON	AFFECTED ASSET	RESILIENCE MEASURES
Transition Risk				
Policy and Regulation	Increased OPEX due to rising carbon tax	<ul style="list-style-type: none"> • 2050 	<ul style="list-style-type: none"> • SF • SOA • UWX 	<ul style="list-style-type: none"> • Explores the adoption of internal carbon pricing to incorporate the cost of carbon into business decisions and guide future strategies. • Plans to set more specific science-based emissions targets and conduct an initial analysis of GHG scope 3 emissions, providing insights into emission sources and supporting the development of supply chain policies and GHG inventory. • Focused on reducing carbon emissions by improving energy efficiency, particularly in lighting, air conditioning, and energy management systems.
	Increased OPEX due to extra resources for regulations compliance requirements (e.g. reporting requirements)			<ul style="list-style-type: none"> • Actively contributes to government carbon reduction policies and sustainable industry development, while anticipating future reporting costs, which will be incorporated into the budget and managed through strategic planning and regulatory compliance. • Transition to “all green” operations, adopting a green operating policy and service delivery, while also sending employees to sustainability career conversion programs to eventually form a dedicated sustainability task force. • Participates in environmental policies and seeks government funding to reduce investment and operating costs. • Regularly maintains equipment and analyses consumption trends to address inefficiencies.
Technology	Increased CAPEX due to cost of adoption of technology (e.g. energy-efficient equipment, renewable energy such as solar panels)	<ul style="list-style-type: none"> • 2030 • 2050 • 2100 	<ul style="list-style-type: none"> • SF • SOA • UWX 	<ul style="list-style-type: none"> • Implements a rainwater collection system for landscaping irrigation and further optimise backstage operations to reduce energy and water consumption. • Implements policies to reduce energy consumption and costs, using NEWater for irrigation and cooling, and water-efficient fixtures in toilets. • Adopts eco-friendly practices, including paper-packed water, e-name cards, and a token charge for plastic bags in the Gift Shop. • Pilots an eco-garden to showcase urban farming and explores rainwater collection for irrigation. • Enhances energy efficiency with motion-sensor lighting in carparks and ongoing LED conversions. • Upgrades to LED lighting, replacing fixtures and optimising exhibition lighting.

Climate-Related Risks

RISK TYPE	RISK DESCRIPTION	AFFECTED TIME HORIZON	AFFECTED ASSET	RESILIENCE MEASURES
Technology	Increased CAPEX due to cost of adoption of technology (e.g. energy-efficient equipment, renewable energy such as solar panels)	<ul style="list-style-type: none"> • 2030 • 2050 • 2100 	<ul style="list-style-type: none"> • SF • SOA • UWX 	<ul style="list-style-type: none"> • Optimises energy efficiency through regular maintenance, variable frequency control for escalators, and the use of LED lights and energy-efficient cooling/heating systems. • Enhances infrastructure by upgrading the air conditioning system / life-support system equipment and replacing the capacitor to improve power quality and reducing reactive power loss. • Integrated systems to improve operational efficiency, including ozone machine consolidation and liquid level detection in water tanks. • Conducts annual water tank inspections, adjusts irrigation based on weather conditions, and promotes recycling efforts, including use of woven bags. • Conducts daily inspections to monitor energy use and promptly address abnormalities, while tracking water usage and wastewater discharge in monthly engineering meetings. • Installs EV charging infrastructure at the multi-storey car park to support the adoption of electric vehicles. • Replaces some existing FCUs with EC motor FCUs as part of normal equipment replacement to improve energy efficiency. • Optimises the temperature control in exhibit areas based on animals' seasonal behaviours and habitat needs.
Market and Reputation	Increased OPEX due to volatility of prices of energy and consumables	<ul style="list-style-type: none"> • 2050 	<ul style="list-style-type: none"> • SF • SOA • UWX 	<ul style="list-style-type: none"> • Reviewing its supplier pricing strategy and shifting to sustainable sourcing to mitigate rising raw material costs. • Diversifying sourcing of raw materials and fossil fuels, while also working to reduce transportation distances, improve logistics, and build close partnerships with suppliers to reduce carbon emissions. • Exploring supplier policies that prioritise local vendors and animal safety during transportation.
	Decreased revenue due to shifting stakeholder and customer preferences	<ul style="list-style-type: none"> • 2050 • 2100 	<ul style="list-style-type: none"> • SF • SOA • UWX 	<ul style="list-style-type: none"> • Plans to adopt renewable energy, reduce reliance on fossil fuels, and explore sustainable tourism experiences to align with growing environmental interest. • Plans to conduct a feasibility study of installing solar panels at the carpark roof within the Singapore Flyer. • Implementing sustainable operations to meet customer expectations and collaborating with the Singapore Tourism Board (STB) to align offerings with sustainable tourism principles. • Aim to leverage marine biodiversity conservation efforts to attract visitors and raise public awareness, engaging in community outreach and government collaborations. • Communicates sustainability initiatives through various channels, including corporate programs, partnerships, and collaborations with tourism organisations.

Climate-Related Opportunities

OPPORTUNITY	OPPORTUNITY DESCRIPTION	POTENTIAL IMPACT	POTENTIAL FINANCIAL IMPLICATIONS
Resource Efficiency	<p><u>Sustainable Operations</u></p> <p>Straco is steadily committed to implementing new energy efficiency initiatives to reduce energy consumption, including upgrading to energy-saving lighting, optimising the air-conditioning system and minimising the energy consumption and water withdrawal.</p> <p>Moving forward, we can further examine additional areas of energy saving (e.g. efficient water management systems, adopting green operating policies, etc.) to reduce energy consumption.</p>	<ul style="list-style-type: none"> • Enable potential long-term savings and reduced exposure to fossil fuel price increases. Also, there is potential decrease in energy consumption and GHG emissions. 	<ul style="list-style-type: none"> • Decrease in energy costs • Increase in profit
	<p><u>Supply and Sourcing</u></p> <p>Straco has prioritise local vendors and sustainable suppliers to minimise any supply chain disruption. These suppliers should also prioritise the safety and well-being of animals during transportation.</p>	<ul style="list-style-type: none"> • With diversified supply chains and reviewed pricing strategies, we can mitigate supplier price fluctuations. There is a potential increase in productivity and reduction in operational expenses. 	<ul style="list-style-type: none"> • Decrease in operational costs • Increase in profit
Energy Source	<p><u>Green Technology Investment</u></p> <p>Straco's intention to invest in areas of green technology include solar panels and rainwater collection systems. This may help reduce carbon emissions, energy consumption and operating costs.</p>	<ul style="list-style-type: none"> • Enable potential long-term savings and reduced exposure to fossil fuel price increases. Also, there is potential decrease in energy consumption and GHG emissions. 	<ul style="list-style-type: none"> • Decrease in energy costs • Increase in profit
Products and Services	<p><u>Sustainable Tourism</u></p> <p>To cater to customers who are interested in sustainability and environment-related topics, Straco's efforts to conduct community outreach programmes on marine biodiversity conservation are aligned with sustainable tourism. We can continue refining our product and service offerings to position ourselves as an appealing attraction to tourists.</p>	<ul style="list-style-type: none"> • New markets catering to consumers who are environmentally conscious and sustainable. 	<ul style="list-style-type: none"> • Increase in revenue • Increase in profit

Climate-Related Opportunities

OPPORTUNITY	OPPORTUNITY DESCRIPTION	POTENTIAL IMPACT	POTENTIAL FINANCIAL IMPLICATIONS
Resilience	<p><u>Environmental Certifications</u></p> <p>Straco may consider certification like ISO14001 (environmental management system), or applicable sustainable certificates to showcase Straco’s leadership in ensuring social and environmental sustainability. For Green Mark certification, Straco should invest in renewing it in order to maintain Straco’s sustainability position, drawing in more visitors and business partnerships.</p>	<ul style="list-style-type: none"> Potentially appeal to investors, business partners, and visitors who prioritise and value environmental certifications. 	<ul style="list-style-type: none"> Increase in revenue Increase in profit
	<p><u>Sustainability Communication and Branding</u></p> <p>Straco’s proactiveness in communicating climate strategies and its commitment to climate resilience through multiple channels fosters business relationships and enhances its reputation with consumers, investors, and regulators. Potentially, this could lead to partnerships that increase their chance of accessing green bonds, sustainability-linked loans, and benefits like subsidies and tax incentives.</p>	<ul style="list-style-type: none"> Potential reduction in financing costs, enhanced brand reputation, and improved attractiveness to investors. 	<ul style="list-style-type: none"> Increase in revenue Increase in funding Decrease in capital costs

Taskforce on Climate-related Financial Disclosures (“TCFD”)

In FY2024, Straco undertook a comprehensive qualitative climate scenario analysis, which has informed enhancements to our climate-related disclosures in line with TCFD recommendations across the four key pillars: governance, strategy, risk management, and metrics and targets. Recognising the evolving nature of climate risks, Straco is committed to conducting periodic reviews and continuously improving our disclosures in subsequent years, ensuring ongoing alignment with best practices and regulatory expectations.

TCFD PILLARS AND RECOMMENDED DISCLOSURES	STRACO’S APPROACH	PAGE REFERENCE
Governance		
Disclose the organisation’s governance around climate-related risks and opportunities		
a) Describe the board’s oversight of climate-related risks and opportunities	Please refer to the Sustainability Governance section above.	Page 24
b) Describe management’s role in assessing and managing climate-related risks and opportunities		

Taskforce on Climate-related Financial Disclosures (“TCFD”)

TCFD PILLARS AND RECOMMENDED DISCLOSURES	STRACO'S APPROACH	PAGE REFERENCE
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's business, strategy and financial planning where such information is material		
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	<p>In FY 2024, Straco conducted a qualitative climate scenario analysis to identify and assess climate-related risks and opportunities relevant to the Group. This analysis evaluated the potential impacts of these risks and opportunities on our business operations, costs, and strategic objectives, enabling us to proactively manage risks and seize opportunities to remain sustainable and competitive.</p> <p>The scenario analysis covers our portfolio across three-time horizons—2030 (short-term), 2050 (medium-term), and 2100 (long-term)—using two climate scenario pathways: a 4°C scenario (RCP 8.5) and a Below 2°C scenario (RCP 2.6). Details of existing mitigation measures and their associated impacts are outlined in the Climate Scenario Analysis section.</p>	Pages 25 to 31
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning		
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario		
RISK MANAGEMENT Disclose how the organisation identifies, assesses and manages climate-related risks		
a) Describe the organisation's processes for identifying and assessing climate-related risks	<p>A structured three-step process has been established to systematically identify and assess climate-related risks:</p> <ol style="list-style-type: none"> 1. Data Collection and Analysis Climate-related projections and transition trends were extracted and analysed through a review of publicly available resources and peer practices. This ensured that identified risks and opportunities were aligned with current climate projections. 2. Engagement with Key Stakeholders Senior Management validated the identified risks, opportunities, and impacted assets. This ensured alignment with business priorities and provided insights into climate risk perceptions across assets. 3. Risk Assessment and Ranking Identified risks were assessed and ranked based on defined criteria for likelihood and magnitude, leading to the development of a comprehensive climate risk register. 	Page 25

Taskforce on Climate-related Financial Disclosures (“TCFD”)

TCFD PILLARS AND RECOMMENDED DISCLOSURES	STRACO’S APPROACH	PAGE REFERENCE
<p style="text-align: center;">RISK MANAGEMENT</p> <p style="text-align: center;">Disclose how the organisation identifies, assesses and manages climate-related risks</p>		
<p>b) Describe the organisation’s processes for managing climate-related risks</p>	<p>Straco has identified and reviewed climate-related risks as part of its Enterprise Risk Management (“ERM”) Program.</p>	<p style="text-align: center;">Page 25</p>
<p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management</p>	<p>In FY2024, Straco has conducted its inaugural qualitative climate scenario analysis for its 3 assets located across Singapore and China.</p> <p>For FY2026 onwards, we will continue to enhance our risk management process to map climate-related risks, and the severity of the impact posed to our business activities, along with establishing a process to identify appropriate risk mitigation measures to address them.</p>	
<p style="text-align: center;">METRICS AND TARGETS</p> <p style="text-align: center;">Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities, where such information is material</p>		
<p>a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</p>	<p>The Group uses the following metrics to assess the climate-related risks and measure our performance against the targets:</p> <ol style="list-style-type: none"> 1) energy consumption; 2) energy intensity; 3) GHG emissions (Scope 1 and 2); 4) GHG emissions intensity; 5) water consumption; 6) water withdrawal and discharge; and 7) water intensity 	<p style="text-align: center;">Pages 36 to 41</p>

Taskforce on Climate-related Financial Disclosures (“TCFD”)

TCFD PILLARS AND RECOMMENDED DISCLOSURES	STRACO'S APPROACH		PAGE REFERENCE												
METRICS AND TARGETS Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities, where such information is material															
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	Emissions Scope 1 emissions (tCO ₂ e) Scope 2 emissions (tCO ₂ e) Total emission (tCO ₂ e)	<table border="1"> <thead> <tr> <th></th> <th style="text-align: center;">FY 2024</th> <th style="text-align: center;">FY 2025</th> </tr> </thead> <tbody> <tr> <td>Scope 1 emissions (tCO₂e)</td> <td style="text-align: center;">86</td> <td style="text-align: center;">89</td> </tr> <tr> <td>Scope 2 emissions (tCO₂e)</td> <td style="text-align: center;">8,604</td> <td style="text-align: center;">8,400</td> </tr> <tr> <td>Total emission (tCO₂e)</td> <td style="text-align: center; border-top: 1px solid black;">8,690</td> <td style="text-align: center; border-top: 1px solid black;">8,489</td> </tr> </tbody> </table>		FY 2024	FY 2025	Scope 1 emissions (tCO ₂ e)	86	89	Scope 2 emissions (tCO ₂ e)	8,604	8,400	Total emission (tCO ₂ e)	8,690	8,489	Page 38
	FY 2024	FY 2025													
Scope 1 emissions (tCO ₂ e)	86	89													
Scope 2 emissions (tCO ₂ e)	8,604	8,400													
Total emission (tCO ₂ e)	8,690	8,489													
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Our target is to maintain or reduce 2024 energy consumption levels, GHG emissions levels, and water consumption levels, with a 10% variance.		Pages 17 to 18												

Straco is committed to integrating sustainability into our operations, recognising the importance of transparently communicating our efforts to mitigate climate-related risks and seize emerging opportunities. We are dedicated to embedding climate resilience into our core business strategy and will continue to provide clear disclosures on our governance structure, strategy, risk management, metrics, and targets.

Economic

ECONOMIC PERFORMANCE

For the full year of 2025, Straco achieved a revenue of S\$74.38 million and reported a net profit of S\$17.96 million. Detailed insights into Straco's financial performance and the Group's target of return on capital for 2025 can be found in the Financial Review section of this Annual Report.

With the geopolitical uncertainties and ongoing trade frictions, the Group remains steadfast in anticipating and mitigating potential challenges that could affect its operations.

Straco is committed to staying ahead of emerging trends in the tourism market, driving sustainable growth and reinforcing long-term economic resilience. Our strategy is anchored in maintaining business relevance and adaptability through differentiated service offerings, fostering a highly skilled and dedicated workforce, and upholding an unwavering commitment to excellence in ESG performance.

Environmental

Energy

Straco is committed to identifying, measuring, and understanding the direct and indirect environmental impacts of its operations. Amid rising global temperatures and increasing concerns over energy consumption and related greenhouse gas (“GHG”) emissions, we remain focused on reducing our carbon footprint through energy-efficient practices. As a leading player in the tourism industry, we recognise the significant influence of energy use on our environmental impact and strive to continuously enhance operational sustainability.

Our technical services department, through the property maintenance team, actively monitors, reports, and reviews Straco’s energy consumption. By following established energy management frameworks, we ensure compliance with efficiency standards, conduct regular equipment maintenance, and analyse consumption patterns to detect and address inefficiencies.

In 2025, Straco implemented several key initiatives aimed at conserving energy and reducing emissions, including:

SOA:

- Replaced multiple aging, high-energy-consuming Life Support System components across the facility to improve efficiency.
- Upgraded temperature-control systems, including installing a new plate heat exchanger for the T1 sturgeon exhibit and replacing several old heating/cooling units.
- Installed eight new energy-efficient water pumps across key exhibit tanks.
- Renewed critical valve components (e.g., Z6 sand-filter butterfly valves) to prevent leakage-related losses.
- Adjusted cooling loads seasonally based on the physiological needs of polar species like penguins and spotted seals.
- Monitored and fine-tuned the temperature-control system of the new jellyfish breeding lab to enhance energy performance.
- Improved environmental conditions in the T16 back-of-house area through waterproofing and flooring upgrades, reducing moisture-driven energy use.

UWX:

- Implemented energy-saving technologies, including LED lighting and air-source cooling/heating systems, to enhance overall efficiency.
- Promoted responsible practices by encouraging employees to switch off computers, lights, and centralized hot water systems after work hours.
- Continued using variable-speed escalators equipped with motion sensors and scheduled nighttime cooling via air-source heat exchangers during summer to reduce energy consumption.



Figure 1: Plate heat exchanger for the T1 sturgeon exhibit

- Maintained air-conditioning settings at optimal, energy-efficient, and comfortable levels.
- Organised monthly engineering team meetings to monitor energy consumption data.
- Ensured compliance with design standards and energy-saving requirements by conducting regular equipment inspections and providing detailed reports.
- Conducted daily inspections by specialised personnel to monitor and record energy usage, promptly identifying and addressing any abnormalities.
- Performed regular monitoring and maintenance to ensure peak energy performance.

SF:

- Replaced 100% of lighting in handicapped toilets and 100% of Levels 1 and 2 carpark lighting with motion-sensor lighting.
- Upgraded 90% of toilet lighting and 100% of Sky Deck and Linked Bridge lighting to LED, reducing energy use and extending lifespan compared to traditional lighting.
- Continued to adopt eco-friendly practices like using paper-packed water instead of bottled water and reducing physical name card printing in favour of e-name cards.
- Re-certified the administrative office as “ECO Office” certification from Singapore Environment Council.
- Participated in Earth Hour organised by WWF and switched off non-essential lights for one hour to encourage collective action for energy conservation.

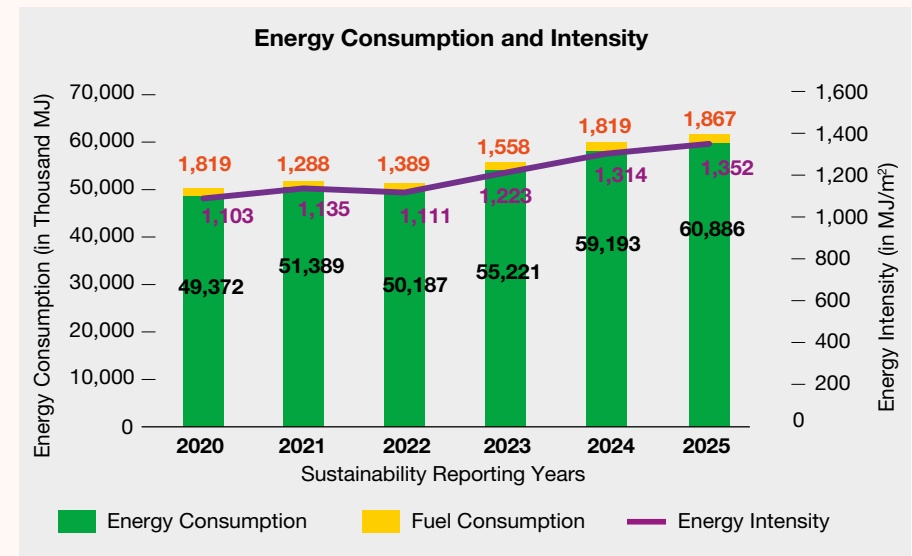
Case Study: SOA’s Phased Replacement of Aging Heating, Ventilation, and Air Conditioning (“HVAC”) Units

At SOA, many of the facility’s heating and cooling units had exceeded their service life, resulting in frequent failures, low energy efficiency, high maintenance costs, and potential operational safety risks—all of which directly impacted the stability of the aquatic life-support environment. To address this, the Life Support System team from the Aquarium Exhibition Department developed a phased replacement plan. Over nearly three months, and without disrupting daytime operations, the team utilized evening shifts to remove and replace more than ten aging units across key exhibits and systems, including T8, T27, T3, T18, T29, T12, T22, B2, and SW3. The newly installed equipment offers significantly higher energy efficiency and operational stability, reducing emergency repair frequency and costs while enhancing the overall reliability of the life support system.



Figure 2: Replacement of HVAC Units

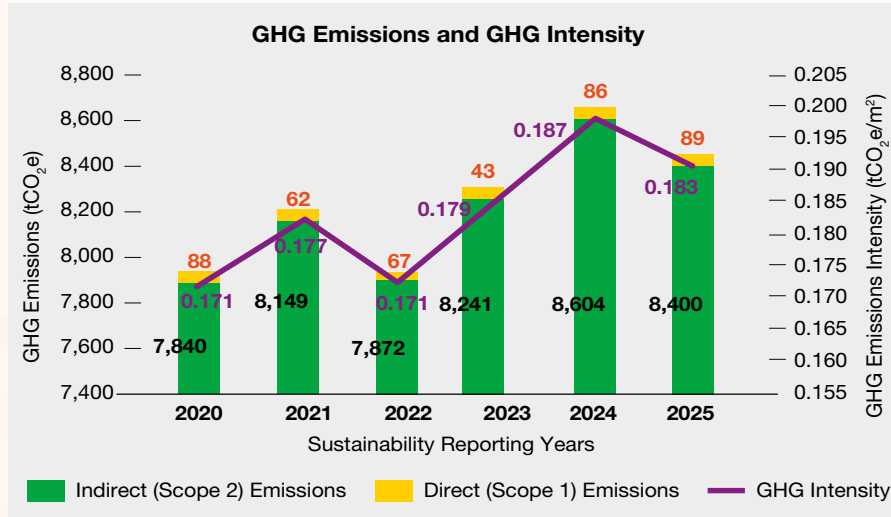
The chart below illustrates our total energy consumption, which consists of fuel and electricity used within our operations under SOA, UWX and SF for 2020 to 2025. Our total energy intensity is calculated by total energy consumption divided by gross floor area for all three entities. This is illustrated below:



In 2025, SOA, UWX and SF consumed 62,752,925⁴ Mega Joules (“MJ”) of energy, comprising of 60,886,397 MJ of electricity consumption and 1,866,527 MJ of fuel consumption including Liquefied Natural Gas (“LNG”), city gas (Singapore) and diesel. Energy consumption in 2025 increased by 2.85% compared with 2024, primarily due to prolonged high temperatures during the summer and autumn in Shanghai, which placed additional pressure on SOA’s electricity usage. The overall upward trend in energy consumption from 2020 to 2025 is driven by post-COVID-19 business recovery and progressively warmer weather during business operations. Despite this increase, Straco continued to undertake energy-efficiency initiatives to manage our energy intensity and mitigate rising consumption levels.

⁴ The figures may not be added up due to rounding.

The following chart depicts the total GHG emissions arising from operations under SOA, UWX and SF, which consists of direct (Scope 1) GHG emissions⁵ and indirect (Scope 2) GHG emissions⁶, and the total GHG emissions intensity.



GHG emissions are derived from the country-specific grid emission factors for electrical consumption data. In 2025, our GHG emissions were 8,489 tCO₂e, reflecting a decrease of approximately 2.32% compared to 2024 levels (8,690 tCO₂e). This decrease occurred despite higher overall energy consumption, primarily due to continued national-level grid decarbonisation both in Singapore and China, which reduced the emission factor of purchased electricity. We will continue to support the national decarbonisation agenda through ongoing efforts to manage emissions intensity associated with our operations.

For 2026, Straco aims to maintain or reduce energy consumption and GHG emissions from 2024 levels, with an allowable variance of up to 10%. At SOA, we plan to conduct the initiatives, including refurbishing the temperature-control

systems for the Z1 and Z6 HVAC units to enhance operational efficiency and lower energy use; replacing HVAC units, and small ozone generators in line with established plans.

Water Management

Straco acknowledges that water is an essential resource facing increasing stress and remains committed to its responsible use. We consider both water withdrawal and discharge within the local context. Furthermore, utility providers at our primary operational sites apply tiered water pricing to discourage excessive consumption, making water conservation not only an environmental responsibility but also a cost-saving opportunity.

Our operations at SOA, UWX, and SF continue to emphasise water efficiency through the adoption of water-saving practices and the installation of conservation fixtures. The technical services department, through the property maintenance team, conducts regular equipment maintenance across all assets and utilizes water meters at key consumption points to accurately track and monitor usage. We uphold strict compliance with all reporting requirements related to water consumption and discharge quality, reinforcing our commitment to sustainable water management.

In 2025, as a continuation from previous years, Straco's key water management practices and initiatives include:

SOA:

- Replaced aging butterfly valves and flexible connectors in the Z6 area and other sand-filter systems, resolving long-standing slow-leak issues; installed an automatic water-refill valve for the T15 exhibit to reduce unnecessary water loss.
- Conducted deep cleaning of major sand filters and selected exhibit tanks twice during the year to restore filtration efficiency and reduce backwashing frequency.
- Completed waterproofing and flooring works in the T16 back-of-house area and repaired minor seepage points in the T13 back-of-house area.
- Installed a new rainwater harvesting system that filters and reuses collected rainwater for landscape irrigation, generating approximately 135 m³ of reusable water annually.

5 Direct (Scope 1) GHG emissions arose from fuel consumption and are calculated using GHG Protocol Global Warming Potential ("GWP") values. The gases included in the above emissions calculation are CO₂, CH₄ and N₂O. The emission factors and GWP rates are sourced from 2006 IPCC Guidelines for National Greenhouse Gas Inventories and IPCC Fifth Assessment Report, 2014 (AR5) respectively.

6 Indirect (Scope 2) GHG emissions arose from electricity consumption. The emissions were calculated based on Grid Emission Factors published by the Energy Markets Authority of Singapore and the Ministry of Ecology and Environment of China.

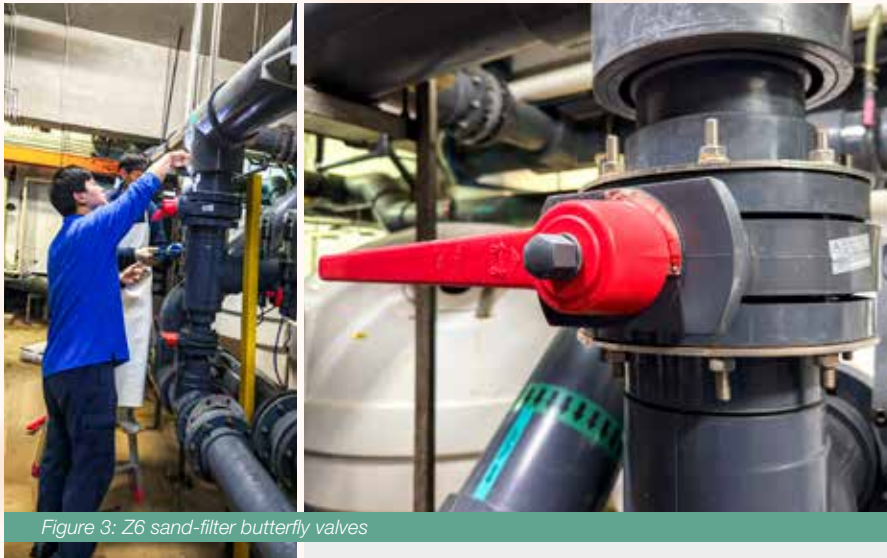


Figure 3: Z6 sand-filter butterfly valves

UWX:

- Continued utilising treated seawater in tanks to reduce dependence on municipal freshwater. The seawater is filtered through the Life Support System and recycled, significantly lowering overall water consumption.
- Maintained water-saving fixtures such as automatic flow-control faucets, flush valves, and low-capacity toilet tanks to encourage conservation.
- Continued using recirculated water for cooling the central air-conditioning system.
- Held monthly engineering team meetings to review water usage and sewage data.
- Ensured compliance with sewage discharge standards through regular testing and timely reporting.
- Conducted daily inspections by trained personnel to track water usage and promptly address any irregularities.
- Promoted water conservation by displaying educational posters in public areas.

SF:

- Continued using recycled water, such as NEWater, for landscape irrigation and cooling tower operations in the car park building.
- Adopted a manual approach to landscape irrigation, adjusting watering schedules based on weather conditions to avoid unnecessary watering during rainy periods.
- Checked and confirmed with PUB that Singapore Flyer's Water Efficient Building

(Basic) certification remains valid since 2015, subject to continued compliance of water fittings

- Ongoing monitoring of water consumption through utility billing and operational reviews.
- Equipped toilets with water-efficient fixtures, including sensor-activated taps and flushing systems, to reduce water consumption.

Straco is actively assessing its current water practices and exploring new methods to enhance its water management efforts.

Case Study: Smart and Water-Efficient Toilet Upgrades at SF

Toilet upgrading works within SF have commenced and are expected to be completed within 12 months. The upgrades are designed to significantly enhance water efficiency and strengthen long-term conservation efforts.

As part of the improvement works, PUB 3-tick water-efficient sanitary fittings will be installed throughout the facilities. These include reduced-flush-volume systems and flow regulators that minimise water consumption while maintaining performance and user comfort.

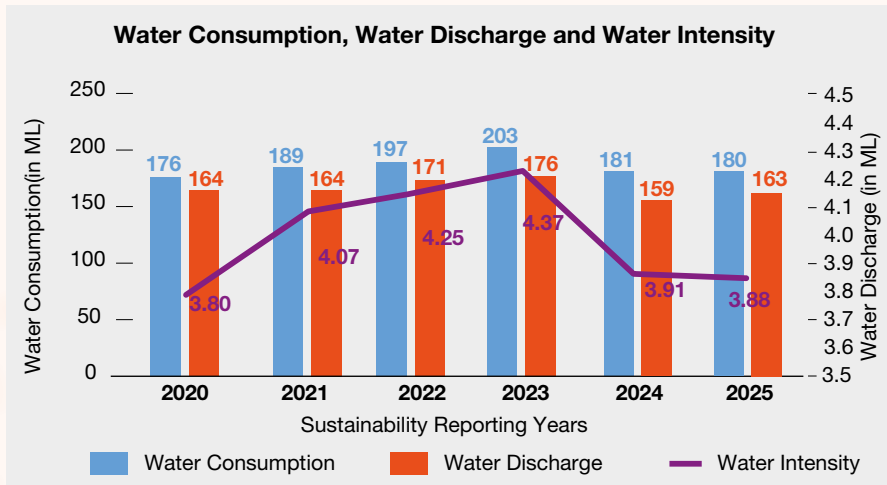
To support proactive management of water usage, the project will implement an IoT-based monitoring system integrated with the Building Management System (BMS). This system provides real-time visibility over water consumption patterns, equipment status, and maintenance alerts, enabling more efficient operational control and early detection of anomalies such as leaks or equipment faults.

In addition to water-related improvements, the upgraded toilets will feature touchless fixtures to enhance hygiene, improved accessibility provisions, and energy-efficient LED lighting equipped with occupancy sensors. These enhancements complement the water-saving measures and contribute to a more sustainable and user-friendly facility environment.



Figure 4: Female Toilet Upgrades

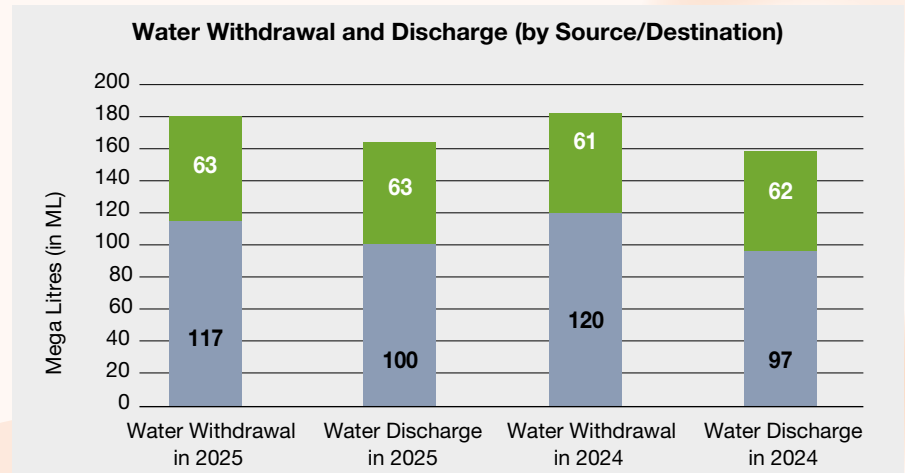
The chart below illustrates our total water consumption, water discharge and water intensity for our operations under SOA, UWX and SF from 2020 to 2025. Total water intensity is calculated by dividing total water consumption by the total gross floor area of the three entities. This is shown below:



In 2025, SOA, UWX and SF consumed 180 Mega Litres (“ML”) of water, comprising 117 ML of fresh water and NEWater and 63 ML of other types of water. This represents an overall 0.7% reduction compared with 2024⁷. As two of our three in-scope entities are aquariums, water usage remains a significant operational requirement throughout the year. Water intensity decreased by 0.7%, reducing from 3.91 m³/m² in 2024 to 3.88 m³/m² in 2025, driven by water initiatives undertaken this year. Over the past two years, we have observed a gradual downward trend in water consumption, driven by the ongoing implementation of water-saving initiatives. Moving forward, we will continue to explore and adopt innovative approaches to further reduce our water usage.

Straco ensures that all nonreusable water is properly discharged, either through third-party water treatment facilities or in-house treatment before being released into the sea. To manage discharge quality, Straco conducts regular maintenance of sewage systems and adheres to local regulations, including the 2018 Shanghai Municipal Comprehensive Sewage Discharge Standard, Public Utilities Board (“PUB”) regulations in Singapore, and inspections by the Xiamen Environmental Protection Bureau. Key substances of concern, such as suspended solids, Chemical Oxygen Demand (“COD”), and ammonia nitrogen, are carefully controlled to remain within allowable limits. There were no incidents of non-compliance with discharge limits in 2025.

In 2021, SOA completed the water balance testing. We will conduct water balance test projects once every five years. The charts below detail the breakdown of water withdrawal and discharge^{8,9} by source/destination and by water source compared to last year.



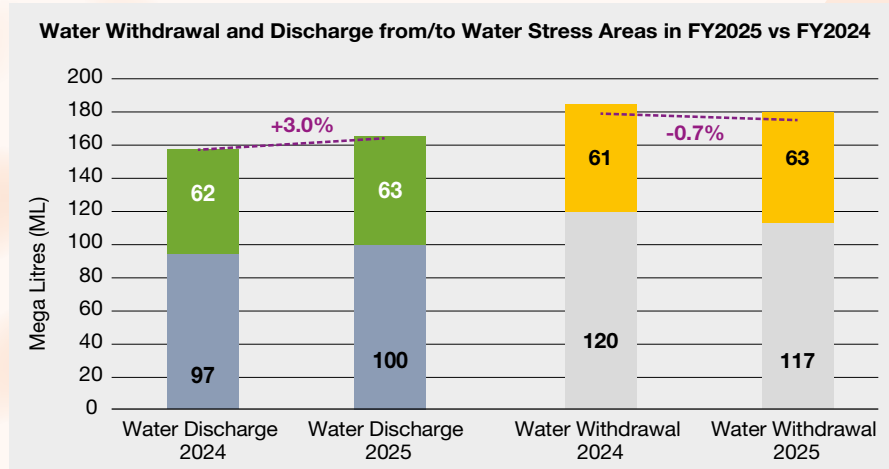
⁷ In 2024, the total water consumption was 181 ML.

⁸ SOA measures water withdrawal from municipal sources based on meter readings from third-party water providers. The discharge volume to third-party treatment facilities is estimated at 90% of the withdrawal, aligning with the standard used by third-party companies in charging wastewater treatment fees. An estimation is made as not all water balance testing equipment has been installed at present. A water balance testing plan will be determined in due time. UWX measures the amount of seawater based on the volume of the pool that stores the seawater, while third-party water is measured by a water meter. SF refers to its third-party provider’s monthly billings.

⁹ For reporting purposes, we also collect the type of water withdrawn and discharged. In accordance with GRI standards, the water type bought from third-party service providers is freshwater, while sea water is considered other types of water.

In 2025, SOA, UWX, and SF withdrew 180 Mega Litres (“ML”) of water, comprising 117 ML of municipal water and 63 ML of seawater. This year, 163 ML of water was discharged, comprising 100 ML of used freshwater¹⁰ sent to third party water treatment facilities and 63 ML of other water¹¹ discharged to both the sea and third-party water treatment facilities. For 2026, Straco has set targets to maintain or reduce water consumption from 2024 levels with a 10% variance.

The chart below provides a breakdown of the water withdrawal and discharge:



In 2025, 180 ML of water was withdrawn from, and 163 ML of water was discharged to areas of water stress. The third-party water withdrawn comprises of 107 ML of freshwater and 10 ML of NEWater. In comparison to 2024, the amount of water discharged in 2025 increased by 3.0% and water withdrawn in 2025 decreased by 0.7% respectively.

Water stress is a measure of the ratio of total water demand to available renewable surface and groundwater supplies¹². Straco has assessed the water stress levels of its operating locations and identified SOA as extremely high, UWX as low-medium, and Singapore Flyer as low. This underscores the vulnerability of surface and groundwater availability in Shanghai and Xiamen moving forward. In response, SOA has implemented multiple water-saving measures to mitigate water-stress risks. Beyond its rainwater collection system, which reduces potable-water use for green irrigation, SOA’s aquarium operations rely on a comprehensive Life Support System (LSS). Through circulation filtration, ozone disinfection, protein skimming, and the addition of nitrifying bacteria, SOA maintains water quality to enable long-term recirculation—representing one of the most fundamental and effective water-conservation measures within aquarium environments. Additionally, SOA will upgrade its facilities by replacing manual-flow sanitary fittings in the main building’s male staff restroom with sensor-activated and water-efficient fixtures as part of ongoing maintenance works. UWX will maintain its use of Life Support System technologies and water-recycling practices to minimise overall water consumption, while evaluating existing processes to identify additional water-saving opportunities. These efforts collectively support Straco in reducing water-stress risks and integrating climate-risk considerations into its operations.

In 2026, Straco aims to maintain or reduce water consumption from 2024 levels, allowing for a 10% variance. Additionally, SOA will further strengthen its water-management practices in 2026 by reviewing and updating its backwashing, sand-filter cleaning, and bio-ball cleaning schedules to enhance operational efficiency and strictly control water usage. Annual cleaning activities will also incorporate routine inspection and maintenance of sand-filter components. SOA will continue to prepare artificial seawater in accordance with animal-care requirements to ensure water quality and appropriate usage levels.

¹⁰ Based on GRI Standards (2018), freshwater is defined as water with concentration of total dissolved solid equal or below 1,000 mg/L.

¹¹ Based on GRI Standards (2018), other water is defined as water with concentration of total dissolved solid more than 1,000 mg/L.

¹² Definition of water stress is based off the World Resources Institute (WRI) Technical Note 4.0. Water stress ratings were determined by WRI’s Aqueduct Water Risk Atlas tool.

Social

Animal Sourcing and Well-being¹³

As climate change intensifies and natural habitats continue to degrade, biodiversity and the health of ecosystems have become urgent global priorities. As the operator of two public aquariums, our key stakeholders expect greater commitment from Straco regarding conservation and biodiversity.

OUR COMMITMENT:

We do not practice punitive animal training. We refrain from animal performance purely for commercial purpose, instead, we focus on displaying natural behaviours for education.

Responsible Sourcing

In alignment with national and international regulations, we are dedicated to sourcing animals ethically and sustainably, safeguarding wild populations, respecting local communities, and avoiding sensitive species. Our primary sources include in-house breeding programs, certified suppliers, donations from civic organizations, and fishery rescues. Additionally, we adopt sustainable alternatives for habitat enhancement to minimize disruption to natural ecosystems. For instance, we use artificial corals in our exhibits to prevent the extraction of coral reefs from the wild.

Straco diligently tracks and manages the method of acquisition and origin of animals, particularly for endangered species falling under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (“CITES”)¹⁴ or national conservational schemes. All protected species are obtained through legitimate sources and endorsed with the necessary permits. Straco also maintains strict lineage-management practices to prevent inconsistencies in animal

pedigrees. At the same time, UWX works closely with local authorities to conduct regular inspections that verify the legal origin of animals. Government agencies carry out quarterly checks, including annual reviews of two key permits and on-site verification of the facility’s species.

Our aquariums are subject to rigorous government oversight concerning animal sourcing and have consistently passed spot checks and routine inspections with no breaches reported.



Figure 5: UWX's regular inspections to verify the legal origin of animals

¹³ This chapter focuses on Straco's two aquariums, SOA and UWX only.

¹⁴ CITES is an international agreement between governments, with the principal aim to prevent the international trade in specimens of wild animals and plants from threatening their survival. For the many non-endangered wildlife species in trade, the existence of an agreement adds extra assurance of the sustainability of the trade in the long run.

Case Study: SOA's Progress in Wildlife Rescue and Protected Species Breeding

As an important aquatic wildlife rescue partner in Shanghai, SOA received and rehabilitated a total of 13 nationally protected animals across six species in 2025. These included specimens such as Arapaima gigas, yellow pond turtles, Chinese sturgeons, and soft-shell turtles surrendered by the public, as well as green sea turtles and Procypris fish transferred from the Shanghai Yangtze Estuary Science and Technology Museum for specialised care. All rescued animals were duly reported to the relevant authorities to ensure clear and lawful provenance, and SOA actively cooperated with routine inspections carried out by the Shanghai Municipal Agriculture and Rural Affairs Enforcement Team. In addition to protected species, SOA also rescued various non-protected aquatic animals, including black carp, red-eye fish, and blue crayfish, while providing husbandry support, medical treatment, and technical guidance to the Shanghai Fisheries Administration on matters such as on-site facility assessments, water quality testing, and disease diagnosis. In total, 73 animals across 13 species were rescued in 2025.



Figure 6: Sturgeon Rescue

Wildlife Conservation

Straco's conservation efforts include diverse marine breeding programs, with a strong emphasis on endangered species. We remain dedicated to maintaining exceptional standards of marine care. In addition, Straco has established close collaboration with the Law Enforcement Team of the Shanghai Municipal Agriculture Agency, Rural Committee (formerly the Fishery Supervision and Administration Office), and the Public Security Management Team of the Lujiazui Public Security Division. Through these partnerships, we actively support the rescue and temporary care of nationally protected species. Our joint initiatives span various species such as clams, corals, turtles, and pinnipeds, while also providing technical expertise to safeguard rare species across the country.

In line with the requirements of the Fisheries Administration Bureau of the Ministry of Agriculture and Rural Affairs, SOA has implemented the "National Key Protected Aquatic Wildlife Information Management System." Additionally, some provinces have introduced live identification tag management. When nationally protected species are introduced into the aquarium, the use of live identification tags is strictly enforced to ensure full compliance with relevant policies and regulations. UWX conducts an annual review of its aquatic wildlife management practices and its license for utilization and artificial breeding, in strict compliance with regulations set by China's fishery administration. These practices underscore Straco's commitment to the responsible management and conservation of aquatic wildlife.

With the Group's support, UWX has achieved notable progress in rescuing and conserving endangered species. In 2025, UWX successfully rescued a Pacific green sea turtle, now cared for in a dedicated facility zone. A specialized technical team oversees its ongoing monitoring, conducts health evaluations, and administers targeted treatments to ensure its well-being and full recovery. This effort marks an important milestone in advancing turtle breeding and rehabilitation, while also laying the foundation for future conservation initiatives, including the self-propagation of other protected marine species.



Figure 7: UWX's green sea turtle rescue initiative

In providing care for rescued species, SOA ensured proper breeding and medical treatment while also assisting the Shanghai Fisheries Administration with on-site environmental assessments, water quality testing, and biological disease consultations at relevant rescue bases. UWX actively monitors the health of green hawksbill turtles through faecal matter analysis, helping detect diseases, assess nutrient absorption, and tailor their care. This non-invasive method allows early identification of health issues, ensuring timely medical intervention. The data also contributes to broader conservation efforts, supporting the turtles' rehabilitation.

Straco continues to work closely with government authorities on animal rescue and protection initiatives. In 2025, UWX participated in the annual meeting and academic seminar of the Aquatic Wildlife Conservation Committee under the Fujian Fisheries Society.



Figure 8: Annual meeting and academic seminar of the Aquatic Wildlife Conservation Committee

Straco is committed to marine conservation through a diverse range of breeding programs, with a strong emphasis on endangered species. At UWX, all breeding practices strictly comply with the five standards set by the Ministry of Agriculture, ensuring full regulatory adherence.

We place significant focus on feed quality management by diversifying aquatic feed types and optimizing dietary structures. Dedicated personnel carefully select premium feed daily, which is then re-verified by veterinarians prior to feeding. Additionally, feed samples are routinely submitted to local inspection and quarantine authorities for professional testing, ensuring certified reports that guarantee cleanliness, safety, and balanced nutrition.

UWX veterinarians conduct routine health monitoring and random inspections, while also developing tailored nutritional plans and regular check-up schedules

for each species. Leveraging robust nutritional research, we have established a scientifically sound feeding system that clearly defines feed types and quantities for different animals. Through ongoing health assessments and systematic analysis of examination data, we proactively identify and mitigate potential disease risks. Furthermore, individualized nutritional supplements are provided based on factors such as physical condition and age to ensure optimal health.

In strict compliance with government standards, UWX strengthens end-to-end management of animal care areas by forming a specialized technical support team, appointing full-time veterinarians, and engaging renowned veterinary consultants. Regular health checks are conducted to accurately monitor animal well-being, while enrichment facilities and tools are periodically updated to meet behavioral needs, ensuring scientific, standardized care and promoting animal welfare. A significant milestone was achieved with the successful birth of a cape fur seal through in-house breeding, marking a breakthrough in our pinniped breeding efforts

Case Study: Breakthrough in Marine Animal Breeding and Care at UWX

In June 2025, UWX achieved a major milestone in its animal breeding and care efforts: the successful birth of a sea lion. Throughout the breeding process, the team implemented meticulous monitoring and care protocols to ensure the safety and well-being of both the mother and the newborn. This accomplishment provided invaluable hands-on experience for the development of UWX's artificial breeding system for pinnipeds. Moving forward, dedicated care plans for the mother and pup will continue to be implemented.

In addition to this achievement, UWX successfully completed the transfer of five giant grouper fish, further strengthening its aquatic life management capabilities. Over the course of the year, the team conducted more than 30 aquatic animal health treatments, significantly reducing mortality rates among the facility's marine species.



Figure 9: In-house breeding of a cape fur seal

Building on its 2024 enrichment programs for penguins and harbour seals, SOA expanded its efforts in 2025 to enrich the daily lives of its marine animals. A diverse range of sensory and environmental stimuli, including sound cues, enrichment toys, lighting variations, habitat features, and increased keeper interaction—was introduced to create a more stimulating and dynamic living environment. These measures help promote natural behaviours, reduce stress, and prevent the development of stereotypical behaviours among the animals.

In 2025, SOA also broadened its feeding-training initiatives beyond newly introduced species to include resident animals such as cownose rays, blacktip sharks, whitetip sharks, black rays, and yellow rays. Through intentional and structured feeding training, these species are gradually conditioned to adapt to feeding practices in an artificial environment, thereby improving routine husbandry and creating favourable conditions for future medical procedures.

Remaining steadfast in its commitment to wildlife conservation, Straco continues to prioritize the protection and preservation of aquatic species, underscoring the company's unwavering dedication to this cause. In 2026, UWX will embark on an extensive upgrade of its animal rescue and quarantine facilities. This initiative focuses on enhancing functional capabilities, improving environmental adaptability, and strengthening safety measures. Through scientifically designed renovations, UWX aims to reinforce the foundation of animal welfare, significantly improving habitat conditions and care standards for rescued and quarantined animals, thereby elevating their overall quality of life and well-being.

Animal Well-being

Straco is dedicated to creating a nurturing, low-stress environment in its aquariums that promotes natural and healthy behaviours among animals. We believe every animal deserves the highest standard of care, delivered by our team of professional curators and veterinarians trained to meet species-specific needs. To ensure compliance with national animal care standards and maintain optimal living conditions, we have formalized our practices through comprehensive Standard Operating Procedures (SOPs) and conduct regular water quality testing and reporting.

At UWX, water quality is closely monitored daily, supported by detailed analysis reports to provide a clean and healthy aquatic environment. The team also manages and tracks natural mortality rates through daily inspections, monthly inventories, and

biannual audits in collaboration with the finance and warehouse departments. For any mortality cases, cause-of-death analyses and treatment reviews are conducted to strengthen preventive measures and ensure overall animal health.

SOA has introduced a variety of measures to advance animal welfare and foster a sustainable living environment. These efforts include improving habitat design, water quality, nutrition, and enrichment programmes. Animals are cared for in ways that encourage natural behaviours, with no commercialised or punitive training involved. Educational exhibits and science-based demonstrations highlight authentic animal movements rather than performance-driven shows. Special attention is given to animals that are elderly, ill, or unsuitable for exhibition, ensuring they receive proper housing and veterinary care. To protect natural ecosystems, artificial corals are used in displays, and designated breeding areas are maintained to support ethical and sustainable practices.

At UWX, veterinarians conduct routine health checks and spot inspections. Any abnormal conditions are promptly diagnosed, with treatment plans and medication provided as needed. Enrichment is a core component of animal welfare, integrated throughout the care process. Daily enrichment activities simulate natural habitats, encouraging exploration, exercise, and social interaction. These measures reduce stress, promote natural behaviours, and safeguard both physical and psychological well-being, making enrichment an indispensable element of our animal care strategy.

In addition, SOA's responsible traceability initiative ensures that the introduction, display, and breeding of all organisms adhere to ethical and legal standards. The aquarium complies with CITES requirements and national wildlife protection laws, ensuring every animal is legally sourced, responsibly exhibited, and scientifically bred. Rigorous lineage tracking also prevents pedigree confusion among captive populations. Through these comprehensive measures, SOA upholds strong principles of welfare, sustainability, transparency, and accountability across all aspects of its operations.

Looking ahead, Straco remains committed to responsible animal sourcing, taking into consideration local requirements, updated conservation statuses, and climate related factors. In 2026, SOA plans to conduct two training sessions per month on animal welfare to deepen staff awareness and understanding, ensuring that daily operations consistently uphold welfare standards. The company also plans to strengthen research efforts and improve animal habitats to support natural behaviours and enhance overall well being. In addition, Straco will continue to participate actively in conservation and research initiatives to safeguard biodiversity, reinforcing its long standing dedication to sustainability and wildlife protection.

Talent Retention and Training

As the job market and employee expectations continue to evolve, Straco is committed to adapting and enhancing its talent management strategies to attract, retain, and develop a pipeline of capable and dedicated employees. An efficient human resource management framework integrates systems and procedures, providing a strategic approach to managing talent. Our Management Manual and Employee Handbook clearly outline policies and practices related to recruitment, turnover, reimbursement, training and education, performance appraisal, and employee benefits.

Hiring and retention

Straco's human resource policies are built on the principles of transparency and equal opportunity. We are dedicated to fostering a diverse and inclusive workplace where unique talents, experiences, and perspectives are valued and respected. All qualified candidates are considered for employment without discrimination. Aligned with our diversity policy and structured recruitment process, discriminatory clauses based on geographical origin, gender, or appearance are strictly prohibited in job advertisements. A diverse workforce enhances productivity, profitability, and the organisation's reputation, while also boosting employee loyalty and morale.

To attract a sustainable talent pipeline, Straco collaborates with universities, online hiring platforms, and recruitment agencies. We also leverage established recruitment channels, including memberships in professional networks like the Xiamen Zhilian Network and Xiamen Wisdom Recruitment Network. Since October 2022, SF has actively expanded its hiring initiatives to include individuals from the Yellow Ribbon Project and Persons with Disabilities, further demonstrating our commitment to inclusivity and social responsibility. As of 2025, SF continues with this hiring initiative, as before.

In 2025, SOA continued to strengthen its talent pipeline by advancing the development of key roles and building a solid reserve of mid-career and young professionals. Notable progress was achieved across three areas: enhancing the managerial team, expanding technical capabilities, and attracting high-potential young talent. Through a rigorous recruitment process, SOA added new managers in key functions, with additional leadership hires scheduled to join in early 2026, further optimising our organisational structure and improving operational efficiency.

To reinforce technical expertise, SOA also brought in a group of mid-career and young specialists across essential functions such as marketing, aquarium operations, research, diving, maintenance, and IT. The continued infusion and strategic deployment of young talents significantly improved the organisation's age structure and overall vitality. This new cohort not only introduced fresh perspectives and innovative thinking but also strengthened the foundation of SOA's talent pipeline, providing strong momentum and long-term support for the company's sustainable development.

As of 31 December 2025, we have a total of 9 Directors¹⁵ and 450 permanent employees. A breakdown of our workforce is shown in the charts below. We have a balanced split of males and females at most organisational levels, with a higher proportion of males at the management levels. Age groups are well represented across the workforce, with older age groups more prevalent in senior roles, reflecting a blend of experience and diversity across the organisation.

BOARD OF DIRECTORS



By Gender

Female: **3**
Male: **6**



By Age Group

< 30 years old: **0**
30 – 50 years old: **3**
> 50 years old: **6**

EMPLOYEES



By Location

China: **324**
Singapore: **126**



By Gender

Female: **203**
Male: **247**



By Employee Category

Senior Management: **11**
Middle Management: **48**
Associate: **391**

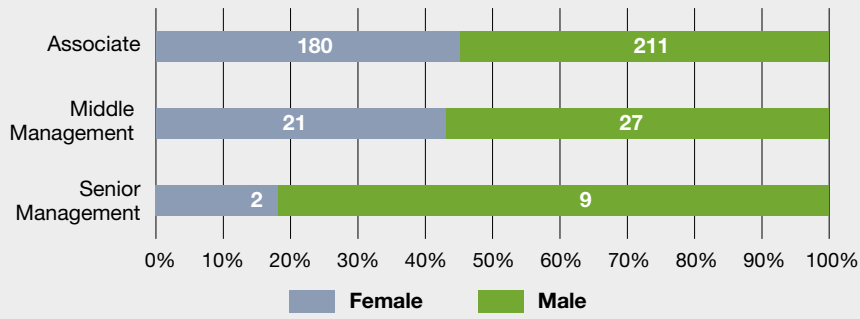


By Age Group

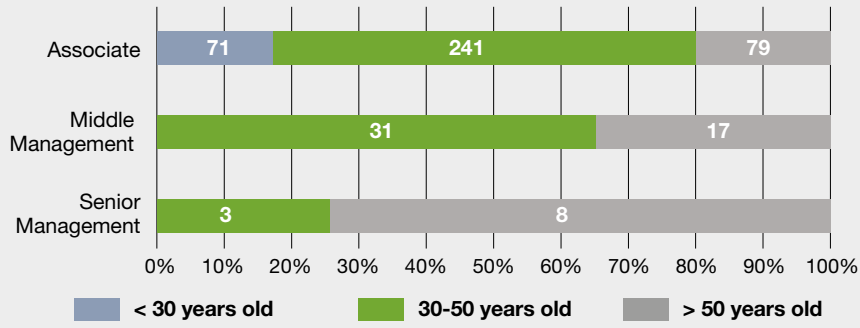
< 30 years old: **71**
30 – 50 years old: **275**
> 50 years old: **104**

¹⁵ Information pertaining to Board of Directors is applicable for Straco Corporation Limited.

Percentage of Employees per Employee Category By Gender (FY2025)



Percentage of Employees per Employee Category By Age Group (FY2025)



Straco employees are compensated with salaries that align with market standards. Remuneration is determined objectively, based on position, competency, and performance. In 2024, SOA adjusted employee remuneration to align with the minimum salary and compensation standards stipulated by the state. In 2025, SF obtained the Progressive Wage Mark (“PWM”) Certification, demonstrating the company’s commitment to fair remuneration and workforce development. Straco conducts regular performance assessments to evaluate employee achievements and career objectives. These evaluations play a key role in decisions regarding promotions, transfers, salary adjustments, and training plans. To enhance the transparency and fairness of the appraisal system, Straco performs an annual review process, with proposed improvements submitted to Corporate Headquarters for approval and integration into formal Human Resource (“HR”) policies.

In 2025, a total of 442 employees received regular performance and career development reviews, which makes up 98% of total employees.

Straco offers a comprehensive range of benefits to support employee well-being, including medical and social insurance, housing allowances, paid leave, transportation subsidies, complimentary attraction tickets, team-building trips, and tokens of appreciation. All newly recruited employees are required to complete a physical health screening, fully paid by Straco. In 2024, SF extended annual and medical leave to interns and reinstated incentives for retail gift shop employees. These policies aim to enhance employee well-being and satisfaction, contributing to improved retention and performance.

Straco actively supports employees in planning for retirement and offers re-employment opportunities to outstanding management and technical staff. Retired employees are evaluated for rehire based on their historical performance, manager assessments, and personal preferences. For regular employees, Straco reserves three basic positions for retirees who wish to continue working; these individuals are prioritised during staffing shortages, subject to successful departmental interviews. At SOA, exceptional employees in managerial and technical roles may be offered post-retirement re-employment opportunities. Aligned with the Company’s development needs, SOA conducts a comprehensive assessment of each candidate’s work performance over the years, department manager evaluations, and personal willingness before submitting a re-employment proposal to senior management and the Group. SOA also assists with handling retirement-related procedures. For employees in general positions, SOA maintains three long-term basic roles for retirees who wish to remain in service. When vacancies arise, eligible retirees may be given priority upon successful interview approval. Over the next five years, the number of SOA employees reaching statutory retirement age is expected to gradually increase. To express appreciation for their years of dedication, preserve organisational culture, and strengthen employees’ sense of belonging and loyalty, SOA has established the SOA Retired Employees Humanistic Care Programme. This programme outlines a series of initiatives designed to convey care and respect for retiring staff. All employees with at least ten years of service, whether retiring normally or completing a postretirement re-employment term, receive comprehensive end-of-career support, including retirement gifts, a consolation allowance, retirement ceremonies, and dedicated activities organised to honour their contributions.

Straco actively encourages open feedback from employees as a form of two-way communication. Feedback is collected through various channels, including worker unions, online feedback portals, and a physical suggestion box. Between January and February 2025, SF conducted the Employee Opinion Survey 2024, which will be an annual initiative to capture employee insights and respond swiftly to emerging needs. In December 2025, SF organised a staff appreciation lunch to thank employees for

their contributions throughout the year. To further strengthen engagement, SF hosted five healthy lunch and talk sessions in 2025. Additionally, SF introduced the 'MyFlyer Hub' staff intranet platform in 2025, enhancing transparency and streamlining internal communication across the organisation.

The HR Department adopts strategic workforce planning by closely tracking new hires and turnover trends. High turnover can signal uncertainty or dissatisfaction among employees, ultimately affecting productivity and generating additional operational costs.

The table below¹⁶ provides a breakdown of the average annual rates of new employee hires and employee turnover by age, gender, and region.

	NEW EMPLOYEE HIRES		EMPLOYEE TURNOVER	
	Number	Annual Rate ¹⁷	Number	Annual Rate
By age group				
< 30 years old	50	70%	37	52%
30 - 50 years old	45	16%	48	17%
> 50 years old	9	9%	28	27%
By gender				
Male	61	25%	63	26%
Female	43	21%	50	25%
By region				
China	59	18%	67	15%
Singapore	45	36%	46	10%
Overall				
Overall	104	23.1%	113	25.1%

In 2025, our average annual rates of new employee hires and employee turnover stood at 23.1% and 25.1% respectively. In 2025, there were 104 new employee hires, 11 fewer than in 2024¹⁸. The turnover in 2025 was 113 individuals, an increase

of 23 from the previous year¹⁹. Reflecting these movements, Straco's permanent workforce saw a modest net reduction of 6 employees, equivalent to 1.3% of total headcount.

Despite these changes, we remains committed to strengthening employee retention and recruitment. The company continues to enhance its talent strategies to support a stable and engaged workforce, ensuring organisational readiness for future growth.

Training and Education

Straco is committed to providing employees with systematic and ongoing training opportunities, recognising that retaining competent and motivated employees is a key priority. Our training and development programmes are tailored to the diverse professional and learning needs of our workforce. By investing in employees through these initiatives, Straco strengthens their commitment to the organisation, leading to improved performance at both individual and organisational levels. The company provides the necessary training funds and grants leave for employees participating in company-organised or approved training. By consistently updating learning materials and teaching methods, Straco aims to cultivate a skilled, engaged, and high-performing workforce.

Straco provides specialised training tailored to employees' roles, enabling staff to strengthen their skills in line with job requirements. At SOA, the 2025 training programme centred on enhancing service quality and professional capability while incorporating team-building and young-talent development. Training plans were structured around the operational characteristics of peak and off-peak seasons to ensure alignment with business needs and to support both capability enhancement and talent retention. During the spring–summer period, when operations are at their busiest, training focused on addressing practical challenges and responding to urgent on-the-job needs. A flexible approach was adopted, featuring short, modular sessions delivered in multiple batches, with hands-on guidance and

¹⁶ Numbers have been rounded for reporting purposes.

¹⁷ The above rate is calculated based on number of new employee hires per category during the year divided by the total number of employees per category as at financial year end.

¹⁸ The number of new employee hires in 2024 was 115.

¹⁹ The number of employee turnover in 2024 was 90.

practical exercises as the core training format. This ensured that employees could quickly acquire essential skills, improve operational efficiency, manage peak-season workload pressures, and maintain smooth visitor services—strengthening both performance and employees’ sense of professional competence. In the autumn–winter period, when visitor traffic is lower, departments were able to more thoroughly assess training needs and refine course content. Training during this stage took the form of more comprehensive and systematic sessions, achieving broader employee coverage. These programmes helped staff consolidate technical knowledge, build stronger professional foundations, and develop a more structured understanding of their roles. At the company level, cross-departmental training was also introduced to create platforms for communication and collaboration, fostering team cohesion, encouraging an uplifting work environment, and equipping employees with core capabilities for long-term development.

Straco is committed to ensuring that all training programmes effectively support employee growth while contributing to the organisation’s strategic objectives. By emphasising continuous upskilling and professional development, the company fosters a motivated, capable workforce that drives long-term organisational success.

At UWX, we offer comprehensive training to enhance technical and professional skills. Programs include induction for new hires, aquarium and engineering training, and specialized courses such as fire safety, HR policies, animal care, breeding, customer service, chemical handling, and software troubleshooting. Departments lead technical training with company funding for certifications like diving, electrical work, fire monitoring, finance, HR, and service etiquette. Company-wide sessions

Case Study: Enhancing Team Cohesion at SOA Through Seasonal Training and Team-Building Programmes

SOA welcomed a steady influx of new employees. To promote deeper integration between new and existing staff, strengthen communication across age groups and organisational levels, and break down interdepartmental barriers, SOA incorporated team-building as a key component of its autumn–winter training curriculum. From 18 to 21 November 2025, the company organised four full-day team-building sessions, involving 191 employees and covering all departments and staff levels. This initiative significantly enhanced internal collaboration while reinforcing employees’ sense of belonging and connection to the organisation.

To ensure training quality, SOA engaged a professional training service provider to lead and facilitate the programme. Activities included interactive games, group challenges, team tasks, and sharing sessions. The signature challenge, “Monopoly,” adopted an innovative “simulation + team competition” format that encouraged strategic thinking, cross-department communication, collaborative decision-making, and shared responsibility; strengthening both cohesion and teamwork.

Following the programme, SOA collected 187 valid evaluation forms, with satisfaction scores reaching 97.9. Employees consistently expressed that the activities greatly improved interdepartmental understanding and team unity, and many looked forward to similar programmes in the future to further cultivate collaboration and support the company’s high-quality development.



Figure 10: SOA's team bonding activities

cover safety education, team building, and industry exchanges. Approved training costs are reimbursed, and time is counted as regular attendance. UWX also encourages self-learning and rewards employees who bring recognition through training or competitions.

Straco promotes continuous learning at all levels, rewarding employees who pursue personal development or bring recognition to the company. At SOA, the training framework continues to follow a “standardised, scenario-based, and professional” approach, offering a curriculum built around knowledge, skills, and behavioural development. Training is structured across five key categories, operations and service, processes, safety and emergency response, technical skills, and team development, to support holistic employee growth. In 2025, a total of 52 training programmes were planned, with an optimised and upgraded curriculum structure designed to strengthen foundational capabilities while meeting emerging needs. This includes eight newly developed courses (15.4%), 18 enhanced or iterated courses (34.6%), and 26 foundational courses (50%). Throughout the year, 442 training sessions were conducted, reaching 4,085 participants and accumulating 1,165 training hours. This high frequency, wide coverage approach supports gradual capacity enhancement across the workforce, injecting strong talent momentum into the company’s sustainable development. For example, SOA has conducted the Office Automation (“OA”) training, including process communication and system onboarding, to ensure smooth system adoption. Training was planned and delivered through unified planning, tiered organisation, and staggered execution to ensure alignment with daily operations and maximise participation. Interactive and practical formats, such as case discussions and simulated exercises, were prioritised to enhance engagement and application. Training effectiveness is evaluated through interviews, surveys, and on site observations, ensuring that learning outcomes translate into tangible performance improvements. This approach not only supports individual career development and enhances talent retention but also enables the company to better execute its strategic objectives. Ultimately, it establishes a virtuous cycle of “training – improvement – empowerment – development,” providing long term talent assurance for sustainable growth.

In line with the commitment to continuous improvement, SF also continued its Data Trust Mark Certification programme in 2025, further reinforcing professional excellence across the Group.

Straco has successfully provided training to its permanent employees, improving from our 2021 performance²⁰. In 2025, our permanent employees received 19 hours of training on average, with a breakdown shown in the table below.

AVERAGE HOURS OF TRAINING PER PERMANENT EMPLOYEE PER YEAR ²¹					
	2021	2022	2023	2024	2025
By gender					
Female	15 hours	14 hours	19 hours	19 hours	19 hours
Male	13 hours	14 hours	20 hours	20 hours	20 hours
By employee category					
Associate	12 hours	19 hours	19 hours	18 hours	16 hours
Middle management	27 hours	29 hours	25 hours	31 hours	24 hours
Senior management	22 hours	12 hours	19 hours	22 hours	19 hours
Overall					
Overall	14 hours	14 hours	19 hours	20 hours	19 hours

In 2026, Straco aims to maintain an average of 14 hours of training per employee and provide performance review to all eligible permanent employees.

²⁰ In 2021, the average training hours per permanent employee was 14 hours.

²¹ Numbers have been rounded for reporting purposes.

Health and Safety

Straco is committed to providing a safe and healthy environment for employees and visitors. We have established comprehensive SOPs and contingency plans to prevent and minimize safety and health risks, actively managing these risks across all operations. In 2025, Straco entities maintained strict compliance with local government regulations and remained vigilant in monitoring the latest health advisories to safeguard employees, visitors, and suppliers.

Our commitment to health and safety underscores Straco's dedication to providing a secure and responsible workplace. We regularly upgrade and maintain our facilities to ensure they meet required safety standards. At UWX, we continue to enhance and service equipment, equip employees with the necessary personal protective gear, and require prompt reporting of any suspicious individuals or incidents. At SF, we ensure that all property areas, including lifts, escalators, and stairwells, are properly maintained and that potential hazards are clearly identified and marked. In addition, SF is equipped with a CCTV monitoring system and a card access control system to strengthen security and safeguard both employees and visitors.

Additionally, Straco conducts regular safety training for all employees on topics such as fire prevention, anti-terrorism measures, and security protocols. At UWX, safety performance is a critical key performance indicator ("KPI") for evaluating managers, reinforcing our focus on health and safety excellence.

Fire Safety

As an operator of high-traffic tourist attractions, Straco places strong emphasis on fire safety. Our facilities, including elevators, escalators, and stairwells, are diligently maintained, and safety equipment is routinely inspected and upgraded as needed. In 2025, UWX proactively enhanced fire prevention measures by replacing 47 fire extinguishers and several fire hoses to eliminate potential hazards. All fire safety equipment is serviced regularly under an annually renewed maintenance contract. To ensure emergency preparedness, Straco employees undergo comprehensive fire safety training, equipping them to manage safe evacuations effectively. At SF, designated employees in the Company Emergency Response Team ("CERT") and Fire Rescue Coordinators received fire-fighting training and participated in regular refresher courses. Annual Fire drill briefings and CERT tabletop exercises were conducted at SF, alongside audits and reviews of fire drills and CERT activities. By consistently updating training across Straco entities, the company ensures the safety of its employees, visitors, and assets.

SOA has established a regular monthly safety training mechanism, providing comprehensive training for all employees on topics such as fire safety knowledge, initial fire fighting techniques, emergency response procedures, evacuation protocols, anti terrorism preparedness, and elevator emergency handling. This ensures that every employee is equipped with essential safety skills and possesses the fundamental capability to respond effectively to various public safety incidents.

SOA also conducts rigorous fire fighting and first aid practical drills. During the 119 Fire Drill, employees participated in hands on training including proper use of fire extinguishers, standard operation of fire hoses, real scenario fire fighting exercises, and simulated evacuation procedures. These immersive training activities significantly strengthen employees' emergency response capabilities and enhance overall workplace safety resilience.



Figure 11: SOA's fire drill

In 2025, UWX conducted a full-scale fire emergency drill for all employees and an electrical accident drill and volunteer firefighters at UWX undergo monthly fire safety training, and the Gulangyu Fire Rescue Station carried out a surprise drill at our on-site micro fire station. Additionally, seven dedicated training sessions were organized for volunteer firefighters and micro fire station team members.

Case Study: UWX's Fire Emergency Drill

Safety is the most fundamental responsibility of our enterprise, and we place human life at the core of our approach. Given that our operations involve high-density visitor areas, UWX conducts annual fire emergency drills to reflect the company's strong safety management practices and reduce risks to an acceptable level. These drills are typically held in key locations such as the underwater tunnel on the second basement level, generator rooms, diesel storage areas, and retail spaces. Timing is strategically planned before peak visitor periods, including Chinese New Year, summer holidays, and National Day.

In 2025, anticipating the surge in visitors during the Spring Festival, a period when fire hazards and crowd-related incidents are more likely, UWX organised a comprehensive fire drill for all employees. This exercise aimed to strengthen fire safety awareness, improve self-protection capabilities, and ensure the safety of both visitors and staff, as well as company assets.

The significance of this initiative lies in its life-saving potential. In the event of a fire, employees must be able to quickly and effectively execute evacuation procedures, guide all visitors to safety, and extinguish the fire promptly. These measures safeguard lives, protect property, and prevent negative social impact.



Figure 12: UWX's fire emergency drill

Anti-terrorism Training

For the prevention and management of terrorism, Straco conducts anti-terrorism training across all entities. SOA has established an anti-terrorism emergency response plan to ensure timely, efficient, and appropriate handling of terrorist attacks targeting the organization. The plan aims to guide and standardize emergency response procedures, safeguard public safety, protect critical assets, venues, and guest property, and maintain national security and social stability. It was developed in accordance with the Emergency Response Law of the People's Republic of China, the Regulations on the Internal Security of Enterprises and Institutions, the Shanghai Municipal Government's General Emergency Plan for Public Emergencies, and the Shanghai Municipal Government's Emergency Plan for Handling Large-Scale Terrorist Attacks. Based on these laws, regulations, and plans, SOA formulated the Shanghai Ocean Aquarium Anti-Terrorism Emergency Response Plan. In accordance with this plan, SOA conducted two batches of anti-terrorism drills and training sessions on May 20 and October 17, with a total of 85 participants. The training program included: an introduction to the Shanghai Ocean Aquarium Anti-Terrorism Emergency Response Plan, briefing and demonstration of anti-terrorism equipment, and simulation exercises of violent terrorist incidents and corresponding emergency response procedures. These trainings further enhanced staff readiness and response capabilities for handling potential emergency situations.



Figure 13: SOA's anti-terrorism training

In 2025, UWX conducted two anti-terrorism training sessions and participated in three joint anti-terror drills organized by the local police and ferry terminal authorities. Additionally, UWX enhanced security by installing additional surveillance cameras and access control points in back-of-house areas to monitor personnel and marine life. The monitoring system was also upgraded to ensure stable and reliable operation. These measures have significantly strengthened the protection of employees, visitors, and company assets. By enforcing a proactive policy of reporting suspicious individuals and activities, Straco fosters a culture of vigilance, awareness, and prevention across the organization—underscoring its unwavering commitment to maintaining a safe and secure environment.

Aquarium Business Risks Training

As a major portion of Straco's business lies in the operation and maintenance of large-scale aquariums; comprehensive measures are put in place to manage the inherent risk involved in the aqua business. This includes operating machinery, handling animals, and engaging in scuba diving. Straco continues to engage third-party consultants, where applicable, to conduct a thorough analysis of risk factors and establish emergency response plans, ensuring the health and safety of both tourists and employees.

SOA places strong emphasis on employee health and safety by addressing the unique risks across its diverse operating environments. To strengthen emergency preparedness, the company implements targeted scenario-based training, including specialised aquarium operation drills such as sand Tigershark transfers, shark rescue procedures, and safe biological-handling practices. Employees also receive structured training on the full Life Support System and Aquatic Animal Treatment (AAT) modules, covering system functions, standard operating methods, and maintenance requirements to ensure quick, compliant responses to equipment failures or biological emergencies.

In parallel, SOA enforces strict general safety requirements: all employees must follow the "train first, work later" principle, understand job-specific risk points and control measures, inspect equipment, tools, and protective gear before use, and strictly avoid any unsafe or noncompliant operations. These integrated measures collectively elevate employees' safety awareness, emergency response capability, and overall operational resilience. Employees in technical, aquarium, F&B, retail, and operations service settings must adhere to strict operational norms, certification requirements, and safety procedures, ensuring consistent compliance with workplace safety expectations. By integrating targeted training with stringent role-specific safety management, SOA strengthens employees' safety awareness, enhances their ability to manage emergencies, and fosters a safe, resilient, and professionally operated working environment specific risk points and control measures, inspect equipment, tools, and protective gear before use, and strictly avoid any unsafe or non compliant operations. These integrated measures collectively elevate employees' safety awareness, emergency response capability, and overall operational resilience service settings must adhere to strict operational norms, certification requirements, and safety procedures, ensuring consistent compliance with workplace safety expectations. By integrating targeted training with stringent role specific safety management, SOA strengthens employees' safety awareness, enhances their ability to manage emergencies, and fosters a safe, resilient, and professionally operated working environment.

In addition, SOA collaborates with the Red Cross to deliver onsite primary first-aid training, equipping employees with essential life-saving skills such as bleeding control, wound bandaging and cardiopulmonary resuscitation ("CPR"). This systematic training strengthens staff preparedness in responding to sudden injuries or medical emergencies.

At the same time, SOA advances targeted emergency-scenario training and places strong emphasis on occupational health protection. SOA provides diversified health-education sessions and medical-insurance Q&A briefings, helping employees clearly understand their health-protection rights and master claims procedures, thereby enhancing overall health-management literacy and offering comprehensive, human-centred support for employee well-being.

Case Study: Strengthening Emergency Response and Health Literacy Across SOA

To address rising public-health risks and better safeguard employee well-being, SOA strategically expanded two major initiatives that significantly enhance both emergency-response capabilities and everyday self-care awareness.

SOA increased the number of Red Cross first-aider training batches, broadening the coverage of essential emergency-response skills and improving the proportion of certified first-aid personnel. The inaugural 2025 programme, held from January 8 to 9, saw 20 employees complete the full training and pass the assessment, earning their Red Cross First Aider Certificates. To further reinforce SOA's emergency-response capacity, an additional specialised session was conducted on June 11, focusing on standardized CPR techniques and AED (automated external defibrillator) operation. A total of 33 employees participated and successfully obtained certification. By the end of 2025, SOA had 61 employees holding valid Red Cross First Aider Certificates, significantly strengthening the organisation's ability to respond swiftly to medical incidents and building a robust frontline safety buffer for staff and visitors.

In parallel, SOA deepened partnerships with high-quality external medical resources to offer tailored health-education programmes aligned with employees' specific health needs. On April 30, a Deputy Chief Physician from the Lujiazui Community Health Service Centre delivered a specialised lecture covering Traditional Chinese Medicine ("TCM") perspectives on pain management and healthy weight management through scientific dietary practices. The session systematically explained common causes of pain, preventive TCM methods, and balanced diet principles, empowering employees with practical knowledge to improve daily health habits. On December 10, a Senior Dietitian from Dongfang Hospital presented a seminar on nutritional health, analysing the relationship between nutrition and physical well-being, highlighting critical dietary considerations, and offering personalised wellness guidance. These sessions helped employees cultivate healthier eating patterns and strengthen their long-term self-care capacity.

Through these initiatives, SOA demonstrates a clear commitment to protecting employee health and safety by enhancing emergency-response readiness and deepening health literacy across its workforce.



Figure 14: SOA's Red Cross first-aid training

Monthly safety training sessions are conducted for the aquarium department, with each employee required to attend at least two sessions annually. Straco also ensures employees are equipped with essential first-aid skills to assist in emergencies. At SF, in 2025, one-tenth of the employees were certified first aiders, each undergoing refresher training every two years, including Automated External Defibrillator ("AED") certification. At UWX, we organize employee training on accident prevention and first aid and have conducted an emergency drill for electrical accidents. This drill aimed to strengthen electrical safety awareness, improve response capabilities for unexpected incidents, and enhance employees' knowledge of emergency rescue and basic medical care, ensuring preparedness for future electrical accident scenarios. At UWX, company leaders and safety managers also participate in city-level safety refresher programs. These initiatives reflect Straco's strong commitment to creating a safe environment for visitors and staff while ensuring rapid and effective emergency response.



Figure 15: UWX's emergency drill for electrical accident

As part of our commitment to organisational health and safety, Straco incorporates safety performance as a key performance indicator for department managers. At the same time, we consistently invest in equipment upgrades, prioritise employee safety, and provide comprehensive medical coverage through insurance. SOA ensures coverage for medical treatment and work-related injuries, offering commercial insurance to all employees. Straco premises are equipped with advanced CCTV networks and a card access control system, enabling swift emergency response and continuous surveillance. At SOA, the CCTV system has been upgraded to a digital high-definition video surveillance network, complemented by a monitoring command centre featuring high-definition cameras. This setup allows for 360-degree monitoring of the operational site and enables prompt resolution of any issues at any time. Additionally, we require all employees to undergo general health and safety training sessions before commencing work, with regular refresher sessions held throughout the year. These initiatives reflect our unwavering dedication to creating a safe and secure working environment for all.

At UWX, a total of five safety inspections were organised in 2025 by the safety committee as part of the company’s overarching commitment to ensuring a safe and secure working environment. These inspections were conducted to proactively identify and mitigate potential hazards, aligning with Straco’s rigorous health and safety standards across all operations.

To enhance accountability, we provide an open communication channel for gathering feedback on health and safety-related issues. Since 2019, SF has maintained its certification under ISO 45001, which replaced OHSAS 18001, and completed its fifth ISO 45001 surveillance audit in July 2025. During the same month, SF successfully completed its BizSafe re-certification audit.

Located in tropical Singapore, SF ensures that pest control treatment is carried out thrice per week by pest control specialist to prevent health risks such as dengue fever transmitted through infected Aedes mosquitoes. Additionally, all Food and Beverage (“F&B”) staff are required to attain the F&B hygiene certification before commencing work.

WHAT IS ISO 45001?
ISO 45001 is an international standard that specifies requirements for an occupational health and safety (“OH&S”) management system, with guidance for its use, to enable an organisation to proactively improve its OH&S performance in preventing injury and ill-health.

22 A work-related injury is defined as negative impacts on health arising from exposure to hazards at work.

23 A high-consequence workplace injury is a work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months as per GRI 403: Occupational Health and Safety 2018.

24 A recordable work-related injury is a work-related injury that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

25 The above rate is calculated based on $\frac{\text{number of recordable work-related injuries}}{\text{number of man-hours worked}} \times 1,000,000$ hours worked. Outsourced workers who are not employees, such as contract cleaners, security, and landscaping workers, have been excluded in this disclosure as their data are submitted to their respective employers.

The following table shows the number of work-related injuries of all permanent employees in 2025.

NUMBER OF WORK-RELATED INJURIES					
	2021	2022	2023	2024	2025
Fatalities as a result of work-related injury ²²	0	0	0	0	0
High-consequence work-related injuries ²³ (excluding fatalities)	0	0	0	1	0
Recordable work-related injuries ²⁴	5	10	2	2	6

In 2025, the rate of recordable work-related injuries for permanent employees was 6.75²⁵, calculated based on total man-hours worked of 888,975 in 2025.

Straco has undertaken risk assessments prior to work commencement to mitigate the risk of further injuries. For instance, SF’s safety personnel are required to wear high-visibility vests while performing traffic control duties, and cleaners must wear rubber gloves when handling chemicals. Additionally, workers and supervisors at SF are mandated to undergo altitude training and adhere to safety standard operating procedures (“SOPs”), including the proper use of safety equipment and attendance at a safety briefing before starting work.

Through comprehensive risk assessments, Straco has identified specific work-related hazards with the potential for high-consequence injuries. These hazards include aquarium-related risks, such as drowning and wildlife attacks, as well as electrocution and travel-related incidents involving major traffic accidents or work trips. Although no high-consequence injuries were recorded in these categories in 2025, Straco maintains a vigilant approach to workplace safety. We are committed to consistently reviewing and enhancing operating procedures. In 2026, our goal is to continue delivering relevant health and safety training and to achieve zero high-consequence work-related injuries, including fatalities.

Local Community

As a responsible corporate citizen, Straco prioritises two key social missions: conservation education and research, and social charity. We position our aquariums as ambassadors for marine conservation, striving to contribute to education and research. Across its assets, Straco supports local communities by engaging in social, charitable,

and community events through strategic partnerships and by launching additional community-based initiatives in 2025.

Conservation Education

Our aquariums showcase the wonders of underwater life to visitors. As SOA and UWX operate aquarium attractions with high visitor traffic, we embrace our social responsibility to educate the public and inspire passion for marine conservation through educational programmes. In 2025, SOA and UWX organised a variety of educational and conservation initiatives, incorporating public exhibitions, hands-on workshops, and partnerships with schools and local communities.

UWX collaborated with multiple schools and communities to deliver engaging science education programs. Key initiatives included the “Dream Together, Strong Nation with Me” summer camp with Longtou Community, the “Red Study Camp” at the City Youth Palace, and the “Deep Sea Exploration Science Tour” at Tianxin Island Primary School.

Additionally, UWX co-organized the “Ocean Adventure: Into the Underwater World” community event with Longtou Community and Xiamen Music School. To further promote marine science awareness, UWX conducted specialized classroom sessions, including “Horseshoe Crab” at People’s Primary School, “Whale Heroes: Guardians of

the Atmosphere” at Foreign Language Middle School, and “Escape from the Whale’s Belly” at Tianxin Island Primary School.

In 2025, SOA developed its annual work plan and rolled out a series of themed activities throughout the year: January–February featured the “Ocean Treasure Hunt,” March–April hosted the My Green: Future of the Earth programme, May–June included participation in the Shanghai Science and Technology Festival, July–August saw the launch of the Marine Science Carnival, and September focused on initiatives aligned with National Science Popularization Day. Each May, around the International Day for Biological Diversity on May 22, SOA also conducts a month-long interactive science programme themed around biodiversity. Throughout the year, the organisation welcomes educational study groups and public welfare learning visits. In addition, SOA compiles an annual calendar of environmental protection days and publishes awareness content on its WeChat Official Account and Video Channel to promote environmental stewardship and wildlife conservation.

Straco is deeply committed to marine biodiversity and conservation education. Both SOA and UWX are dedicated to educating aquarium visitors and the wider community through a variety of extensive knowledge-sharing programmes.

In 2025, SOA delivered a dynamic series of science popularisation programmes designed to enhance public understanding of marine life and environmental protection. These included the “2025 Like a Fish in Water” New Year Treasure Hunt, the “My Green – Protecting Blue and Green, Imagining Our Wishes” environmental education activity, the “Eye Catchers in the Water: Strange and Curious Aquatic Creatures” programme held as part of the Shanghai/Pudong Science Festival, and the “Look, Who’s Glowing in the Ocean” thematic activity during the National Science Popularisation Month. Together, these initiatives offered enriching, interactive experiences that inspired greater interest in biodiversity, marine conservation, and scientific learning among visitors and the wider community.

UWX spearheaded impactful science popularization initiatives during Science and Conservation Awareness Months. During Science Popularization Month, UWX delivered interactive educational programs at People’s Primary School and Foreign Language Middle School, offering engaging science classes and awareness activities to deepen students’ understanding of marine ecosystems. In Conservation Awareness Month, UWX expanded its efforts with a themed science class at Tianxin Island Primary School and introduced additional measures such as establishing conservation information points at the Xiamen Pavilion and performance hall, collaborating with the Marine and Fisheries Comprehensive Law Enforcement Brigade for joint outreach, and leveraging research tours to promote aquatic wildlife protection. Collectively, these initiatives enhanced public engagement and fostered a stronger commitment to marine conservation.



Figure 16: UWX's “Deep Sea Exploration Science Tour” at Tianxin Island Primary School

These combined efforts by SOA and UWX underscore Straco's unwavering dedication to fostering awareness, education, and action in support of marine biodiversity conservation.

In 2025, UWX launched a series of self-initiated science popularization activities to engage the public and promote marine awareness. These included daily educational sessions during summer featuring seal and otter feeding demonstrations, weekend interactive events at the capybara exhibit, and festive programs such as interactive Q&A during the Spring Festival and lantern riddles for the Lantern Festival. UWX also organized a special Children's Day event with a capybara-themed activity and annual pass promotion.



Figure 17: Children's Day event with a capybara-themed activity at UWX

SOA also made significant contributions to marine conservation education and public awareness through a series of impactful initiatives. These included the "My Green – Protecting the Polar Regions, Take Action" conservation programme, the "My Green: Chinese Sturgeon Conservation Online Art Exhibition", and the "Electro-Light Heroes: Shine for the Summer" conservation activity. Together, these programmes strengthened community engagement in wildlife protection and further reinforced SOA's commitment to promoting marine conservation.

In 2025, UWX actively participated in major exhibitions and promotional events to advance marine science education and conservation awareness. Key engagements included contributing to science outreach at the 20th Cross-Strait Tourism Expo, joining the on-site activities for National Ocean Publicity Day and National Fish Release Day, and hosting inspections by the Xiamen Association for Science and Technology. UWX also welcomed the CCTV filming crew for location shoots and took part in the launch ceremony of the Aquatic Wildlife Protection Science Promotion Month, reinforcing its commitment to public engagement and environmental stewardship.

Below are some highlights of the educational programs and initiatives in 2025:

SOA: "National Science Popularisation Month" Multi-Dimensional Public Outreach

In September 2025, SOA launched a comprehensive public education campaign in support of China's National Science Popularisation Month, fulfilling its role as a National Science Education Base and advancing its mission to promote marine environmental awareness. Leveraging both physical and digital platforms, the initiative delivered an integrated learning experience across the aquarium, online channels, and multiple community locations.

On site at the aquarium, visitors enjoyed immersive activities such as a "Glow in the Ocean" themed exploration trail and a members exclusive "Didi Classroom". These activities create deeper engagement with marine biology and conservation topics. Beyond the aquarium, SOA extended its impact into communities, schools, and commercial districts, where its team conducted public lectures, interactive mini exhibitions, and hands on science demonstrations. To further broaden its reach, SOA activated its online platforms by publishing a series of science posts and short videos, while also hosting a "Marine Science Knowledge Quiz Challenge" to stimulate public participation nationwide.

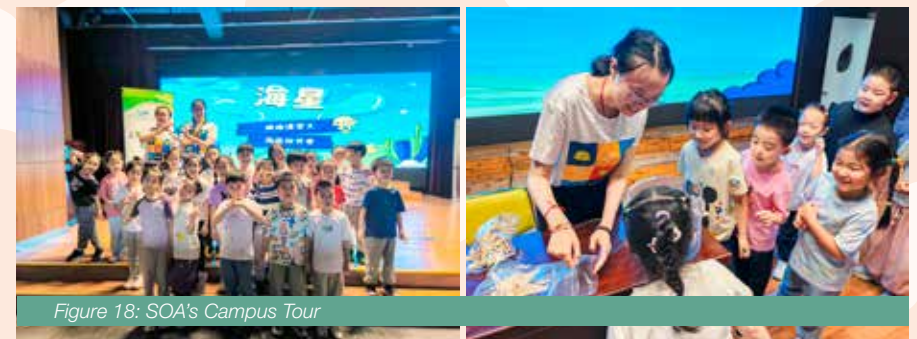


Figure 18: SOA's Campus Tour

Through the coordinated integration of on site and off site, online and offline, and routine programming and special thematic projects, the initiative delivered a multidimensional, wide reaching science outreach effort. This holistic approach not only amplified public understanding of marine conservation but also strengthened SOA's role as a leader in environmental education and community engagement.

UWX: Innovative Science Outreach: UWX's 2025 Popularization Strategy

In 2025, UWX adhered to its "Go Out and Bring In" approach to science popularization, carefully planning and implementing impactful initiatives. First, UWX promoted distinctive museum-school collaborations by jointly establishing the Second Marine Specimen Museum with Xiamen People's Primary School. The specimens were introduced into the campus and officially launched during the Science Popularization Month, earning recognition from the District Science Association and coverage by Fujian Sina.

Second, UWX leveraged social media platforms such as Douyin and WeChat to release its weekly "One-Minute Science with Leopard Handsome" series from January to August, complemented by promotional content for new species exhibits like jellyfish and koi fish. These efforts presented marine science in an engaging and accessible format, significantly expanding the reach and impact of science communication.

Additionally, UWX regularly hosted themed science exhibitions to increase the visibility of the Xiamen Pavilion and attract more youth participation. Third, UWX introduced interactive activities featuring popular species, such as daily seal and otter feeding demonstrations during summer, which combined live feeding with educational commentary to enrich visitor experiences.

Social Cohesion and Charity

Straco is also committed to serving the local community through social and charitable activities. Below are the highlights in 2025:

1. SOA: Social welfare activities

- Participated in the Pudong New Area Science & Innovation Showcase (Science Fair).
- Delivered the "Protect the Ocean, Life Goes On" public science fair activity.
- Organised multiple "Aquatic Life Science Exhibition" events across Shanghai's cultural centres, community hubs, commercial districts, parks, and youth activity centres.
- Conducted an "Aquatic Life Science Exhibition" for military personnel in Jinqiao Town.
- Presented the "My Green – Chinese Sturgeon Conservation Art Exhibition" community and school tour.

- Hosted the "Eye Catchers in the Water: Strange and Curious Aquatic Creatures" outreach programme as part of the Shanghai Science Festival.
- Delivered the "Electro Light Heroes: Summer Edition" conservation outreach tour.
- Organised children's science storytelling programmes in communities, including The Starfish Trash Collector and Sea Turtles Walking with Dinosaurs.
- Delivered school based science education sessions, including Secrets of the Ocean, Sea Turtles Walking with Dinosaurs, The Starfish Trash Collector, The Glowing Eyebags, The Master of Disguise, Antarctic Foodies, and Ocean Treasure Hunt.

2. UWX: Complimentary visits and public education activities

In 2025, UWX implemented a series of initiatives, including community and school engagement programs, Science Popularization Month activities, and Conservation Awareness campaigns, all aimed at promoting marine science education and environmental protection. These efforts successfully engaged a total of 518 participants.

Community and School Engagement Activities

- Hosted Lianlong Primary School for the "Exploring Ocean Mysteries" marine science activity.
- Welcomed Longtou Community for the "Dream Together, Strong Nation with Me" summer camp.
- Received City Youth Palace for the "Red Study Camp" summer program.
- Hosted Haicang Tianxin Island Primary School for the "Deep Sea Exploration Science Tour" autumn research activity.
- Co-organized with Longtou Community & Xiamen Music School the "Ocean Adventure: Into the Underwater World" community science event.
- Welcomed Lianlong Primary School for the "Broaden Horizons, Enrich Knowledge" marine science social practice activity.

Science Popularization Month Activities

- Conducted science classes at Xiamen People's Primary School as part of Science Popularization Month.
- Organized Science Popularization Month awareness activities at Xiamen Foreign Language Middle School.

Conservation Awareness and Protection Month

- Delivered a science class at Haicang Tianxin Island Primary School during Protection Month.

- Conducted “Chinese White Dolphin” science class and photo exhibition at Xiamen People’s Primary School as part of Protection Month outreach.



Figure 19: “Chinese White Dolphin” science class organised by UWX

3. SF: Uplifting the underprivileged and participating in national community events

In 2025, SF continued its commitment to support vulnerable groups through a series of sponsorships and discounted ticket initiatives.

- **Attraction, Resorts and Entertainment Union (“AREU”) Fundraising** – Through a cash donation, Singapore Flyer supported AREU’s annual fundraising efforts for their Scholarship and Education Grant and Hardship Grant for children from lower-income families.
- **TOUCH Giving Golf 2025** – Singapore Flyer sponsored attraction tickets to raise funds for TOUCH’s services and programmes focused on serving families, children, at-risk youths, seniors, and persons with special and mental health needs.
- **Migrant Workers’ Centre Visit** – Following the success of 2024’s event, Singapore Flyer once again provided migrant workers with a memorable outing to the attraction in 2025.

- **Project Love-All x ItsRainingRaincoats Tennis Fundraising Event** – In support of migrant workers’ well-being and integration into our community, Singapore Flyer sponsored attraction tickets for their raffle draw and a visit to the Singapore Flyer.
- **Alliance of Domestic Employees Outreach (“ADEO”) National Day Carnival** – Singapore Flyer sponsored an outing for migrant domestic workers as part of ADEO’s National Day Carnival to recognise their contributions to our nation.
- **SPD Ability Walk** – Building on its ongoing partnership with SPD’s Employment Support team and to champion disability inclusion, Singapore Flyer sponsored attraction tickets as prizes at SPD’s flagship community event.
- **Cerebral Palsy Alliance Singapore (“CPAS”) Charity Dinner** – Singapore Flyer sponsored attraction tickets for their raffle draw, in support of children and adults with cerebral palsy or multiple disabilities.
- **CNA Documentary on Hikikomori** – Singapore Flyer waived admission and venue rental charges to support the filming of this documentary regarding the widespread yet rarely discussed social issue of hikikomori, or socially withdrawn and isolated youths, in Singapore.



Figure 20: Project Love-All x ItsRainingRaincoats Tennis Fundraising Event. In addition, SF supported initiatives that focus on families and education:

- **Singapore Council of Women’s Organisations (“SCWO”) 45th Anniversary Charity Dinner** – Singapore Flyer contributed to fundraising efforts for women and their families by sponsoring attraction tickets for their raffle draw.
- **Singapore Tenkasi Muslim Welfare Society Family Day 2025** – Singapore Flyer sponsored attraction tickets for the event catered to the local Indian Muslim community.
- **Speak Mandarin Campaign Family Talent Competition** – Singapore Flyer sponsored prizes for the competition, which seeks to create opportunities for learning Mandarin and encourage family bonding.
- **Business China’s Singapore Education Scholarship (“SGES”)** – To promote cross-cultural exchange, nurture youth development, and strengthen bilateral ties between Singapore and China, Singapore Flyer sponsored attraction tickets and organised an engaging video competition for the 2025 SGES recipients.

As a prominent icon in Singapore’s skyline, SF also lent its voice to awareness campaigns spanning various causes through symbolic lighting initiatives:

- **Health** – e.g., Shine a Light on Neurofibromatosis, Childhood Cancer Awareness Month, #ShineForDementia, 55th Anniversary Charity Show, World Heart Day, Breast Cancer Awareness Day
- **Social** – e.g., DrugFreeSG, The Purple Parade
- **Environment and Sustainability** – e.g. Earth Hour, Singapore World Water Day

Plans for 2026

Straco is committed to further enriching its contributions to the local community in 2026 through strategic initiatives across its assets.

In 2026, UWX’s Market and Education Department will focus on expanding market partnerships and enriching science education, with priority on market growth and brand enhancement while ensuring compliance with educational directives. On the market front, UWX will strengthen collaboration with OTA platforms, securing exclusive resources such as special packages and priority placements, and leverage data analytics to implement targeted marketing strategies. Online promotion will be intensified through Xiaohongshu, Douyin, and WeChat, featuring high-quality content, influencer collaborations, creative videos, and interactive campaigns to boost visibility and attract visitors. For education, UWX will align with regulatory guidelines, develop tailored programs, and partner with research

Case study: SF’s Singapore World Water Day

In 2025, Singapore Flyer launched its first company-wide Singapore World Water Day initiative, bringing employees together across departments in a unified commitment to water conservation and sustainability. Staff members, dressed in shades of blue, gathered for group photos with message placards, publicly pledging their support for responsible water use and reinforcing the organisation’s dedication to environmental stewardship.



Figure 21: Singapore World Water Day

institutes, science associations, and universities to enhance professionalism and provide engaging experiences for the public, especially youth, fostering marine conservation awareness.

Following its annual work plan, SOA is set to deliver approximately six major science outreach and environmental public-welfare activities, introduce five new science manuals and courses, and publish 52 science articles and 52 short videos. In addition, the annual volunteer recruitment effort is expected to reach around 1,300 participants.

In 2026, SF plans to continue uplifting the community through meaningful engagement and partnerships. This initiative will align with the “Friendship Love” quarterly theme, celebrating compassion, connection, and inclusivity.

Governance

REGULATORY COMPLIANCE

Straco adopts strong corporate governance practices to ensure sustainable development and effectively manage ESG performance. Compliance with regulations is a baseline expectation of our stakeholders and is essential for maintaining our licence to operate. We continue to strengthen internal controls and risk management processes to ensure adherence to relevant laws and regulations while upholding the highest standards of business ethics.

We strictly adhere to environmental and socio-economic laws covering a wide range of issues, including effluent discharge, labour practices, employee and customer health and safety, animal sourcing, animal welfare, and the prevention of zoonotic diseases. Relevant policies and procedures are incorporated into our employee induction programme and formalised as part of our code of conduct. In 2025, Straco continued its annual acknowledgment of the Whistle-Blowing Policy and held regular whistle-blowing staff meetings to reinforce the importance of compliance with this policy.

Straco firmly believes in conducting business with integrity and maintaining high ethical standards in all its activities. To uphold our commitment to compliance, we embed anti-corruption and anti-bribery measures within our company policies and operational processes. We are dedicated to fostering a culture of transparency, integrity, and fairness in all aspects of our business, thereby building trust with the public, investors, and stakeholders.

Additionally, our promotional content is purposefully positive, serving both to enhance the brand and to promote environmental protection concepts. The target audience includes tourists, the general public, and, notably, children and younger generations. SOA proactively embraces its social responsibilities and fulfils the obligations associated with its brand.

In light of an ever-evolving regulatory landscape, Straco's management team continuously monitors changes in applicable laws and regulations. Relevant updates are discussed during management meetings, and internal risk management policies and employee communications are adjusted accordingly. For instance, given the impact of climate change and developments in population studies, the conservation status of animals under CITES is regularly updated. In response, Straco's aquariums closely follow the latest CITES requirements and conduct thorough supplier due diligence before acquiring animals. We also ensure that all mandatory and voluntary licences are kept up to date.

We uphold zero tolerance on corruption in our employee code of conduct and requests all key personnel to disclose any conflicts of interest. In 2025, there were no confirmed cases of corruption or bribery. For 2026, we target to uphold the same high standard of conduct, maintain zero non-compliance with environmental and socio-economic regulations and maintain zero incidences of corruption and bribery.

Awards and Recognitions

In 2025, Straco has received several awards and certifications in recognition of its achievements in sustainability. The following table shows our achievements:

ENTITY	AWARDS & CERTIFICATIONS
Underwater World Xiamen	Awarded the title of "Preferred Merchant" by the Xiamen Federation of Trade Unions.
	Recognized as a member of the "Child-Friendly Co-Building Alliance" by Gulangyu Subdistrict.
	Designated as a cooperative partner of Tianxin Island Primary School · Teaching Alliance in Haicang District, Xiamen.
	Received the "Contribution to Chamber of Commerce Development" award from Gulangyu Subdistrict.
	Honored by Ctrip as one of the "Top Family-Friendly Attractions of 2025".
	Won the "Science Chasing Light Award" at the 12th Xiamen Science Popularization Volunteer Style Competition
Singapore Flyer	Awarded Expat Living Readers' Choice Awards - Top 5 Private Dining (165 Sky Dining by Singapore Flyer)
	Recognised Singapore World Water Day Certificate of Appreciation
	Certified ISO 45001:2018 Occupational Health & Safety Management Systems
	Certified BizSafe Star Certification by Workplace Safety and Health Council
	Awarded Tripadvisor Travellers' Choice Award
	Certified Eco-Office 2-Leaf Certification for Admin Office from Singapore Environment Council
	Awarded ItsRainingRaincoats The Wheel of Hope Award
	Awarded Excellent Service Award 2025 (Silver)
	Certified Progressive Wage Mark

GRI Content Index

STATEMENT OF USE	Straco Corporation Limited has reported the information cited in this GRI content index for the period from 1 January 2025 to 31 December 2025, with reference to the GRI standards.
GRI 1 USED	GRI 1: Foundation 2021

GRI STANDARD DISCLOSURE	GRI DISCLOSURE	REFERENCE PAGES
GRI 2: General Disclosures 2021	2-1 Organisational details	16, 21
	2-2 Entities included in the organisation's sustainability reporting	21
	2-3 Reporting period, frequency and contact point	16, 21
	2-7 Employees	46 to 50
	2-9 Governance structure and composition	24
	2-13 Delegation of responsibility for managing impacts	24
	2-14 Role of highest governance body in sustainability reporting	16, 24
	2-27 Compliance with laws and regulations	20, 61
GRI 3: Material Topics 2021	3-2 List of material topics	23
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	20, 61
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	17, 36 to 38
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	38 to 41
	303-4 Water discharge	38 to 41
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	17, 38
	305-2 Energy indirect (Scope 2) GHG emissions	17, 38
	305-4 GHG emissions intensity	17, 38
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	18, 48
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	19, 55
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	18, 50
	404-2 Programs for upgrading employee skills and transition assistance programs	48 to 50
	404-3 Percentage of employees receiving regular performance and career development reviews	18, 50
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	46
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	55 to 60

Group Structure



THE DETAILS OF OUR GROUP ARE AS FOLLOWS:

Name of Company	Date and place of incorporation	Principal business	Principal place of business	Effective Percentage Owned
Straco Corporation Limited	25 April 2002 Singapore	Development and management of tourism-related businesses	10 Anson Road, #30-15 International Plaza, Singapore 079903	-
Shanghai Ocean Aquarium Co., Ltd	18 December 1995 People's Republic of China ("PRC")	Development and operation of aquatic-related facilities	No. 1388 Lujiazui Ring Road, Pudong New Area, Shanghai, PRC 200120	95%
Xi'an Lintong Zhongxin Tourism Development Co., Ltd	25 December 1995 PRC	Development and operation of tourism-related facilities	No. 10, Huaqing Road, Lintong District, Xi'an, PRC 710600	95%
Lintong Lixing Cable Car Co., Ltd	31 March 1992 PRC	Operation of cable car facilities	No. 10, Huaqing Road, Lintong District, Xi'an, PRC 710600	95%
Infotainment Development & Management Pte Ltd	3 February 1996 Singapore	Provision of management and consulting services and overall project management for the Group and third parties	10 Anson Road, #30-15 International Plaza, Singapore 079903	100%
Straco Creation Pte Ltd	8 August 2006 Singapore	Dormant	10 Anson Road, #30-15 International Plaza, Singapore 079903	100%
New Bay Holdings Pte Ltd	29 September 1993 Singapore	Investment Holding	10 Anson Road #30-15 International Plaza, Singapore 079903	100%
Underwater World Xiamen Co., Ltd	11 October 1994 PRC	Operation of aquatic-related facilities and performances	No.2, Longtou Road, Gulangyu, Xiamen, PRC 361002	100%
Bay Attractions Pte Ltd	1 August 2014 Singapore	Investment Holding	10 Anson Road #30-15 International Plaza, Singapore 079903	100%
Straco Leisure Pte Ltd	1 Feb 2011 Singapore	Operation of a circular giant observation structure, and provision of retail space	30 Raffles Avenue Singapore 039803	90%

Corporate Governance

The Board of Directors (the “**Board**”) of Straco Corporation Limited (“**Straco**” or the “**Company**”) is committed to good standards of corporate governance to enhance corporate performance and accountability. The Company has adopted substantially the principles and practices of corporate governance in line with the recommendations of the Code of Corporate Governance 2018 (the “**Code**”).

The Board recognises the need to keep balance with accountability, in creating and preserving shareholder value and achieving its corporate vision for the Company and its subsidiaries (the “**Group**”).

This statement on the corporate governance practices of Straco describes the corporate governance policies practiced by Straco during the year ended 31 December 2025, with specific references made to each of the principles and provisions set out in the Code. Explanations are provided where there are deviations from the Code.

BOARD MATTERS

Principle 1: The Board's Conduct of Affairs

The Board holds meetings on a regular basis throughout the year to approve the Group’s key strategic plans as well as major investments, disposals and funding decisions. The Board is also responsible for the overall corporate governance of the Group.

The principal functions of the Board include the following:

- Set long-term strategic objectives, monitor the progress towards achieving these goals, and ensure that the necessary financial and human resources are in place for the Company to meet its objectives;
- Oversee the establishment and operation of an enterprise risk management framework and the review of the adequacy and effectiveness of the Company’s risk management and internal control systems, including safeguarding of shareholders’ interests and the company’s assets;
- Establish, with the management of the Company (the “**Management**”), the strategies and financial objectives to be implemented, and monitor the performance of the Management;
- Identify the key stakeholder groups to understand and consider their key focus areas;
- Set the company’s culture and ethical standards;
- Consider sustainability issues, including environmental, social and governance factors, when formulating the Company’s strategies.

All Directors objectively discharge their duties and responsibilities at all times as fiduciaries in the interests of the Company, and hold Management accountable for performance. The Board also sets an appropriate tone from the top and a desired organizational culture, in the areas of code of conduct and ethics, and ensures proper accountability within the Company.

Corporate Governance

To assist the Board in the execution of its responsibilities, the Board is supported by three (3) board committees namely, the Audit and Risk; Nominating; and Remuneration Committees (collectively the “**Board Committees**”), the details of which are as set out below. These Board Committees have the authority to examine specific issues as set out in the terms of reference for each of the respective committees and report back to the Board with their recommendations. The Board Committees play an important role in ensuring good corporate governance in the Company and within the Group. Nonetheless, the ultimate responsibility for the final decision on all matters, lies with the entire Board.

The Board hosts regular scheduled meetings on a quarterly basis, that are attended by all the Board Members. When circumstances require, ad-hoc meetings are arranged. Each Board member contributes both at formal Board meetings as well as outside of these meetings.

Details of Directors’ attendance at the Board and Board Committee Meetings held in the financial year ended 31 December 2025 are disclosed in the table below:

Board Members	Board	Nominating Committee	Remuneration Committee	Audit and Risk Committee
Mr. Wu Hsioh Kwang <i>Executive Chairman</i>	4/4	1/1	NA	NA
Mr. Deng Huan <i>Non-Executive Director</i>	2/2	NA	NA	NA
Mdm. Chua Soh Har <i>Non-Executive Director</i>	4/4	NA	1/1	NA
Mr. Teo Ser Luck <i>Lead Independent Director</i>	4/4	NA	1/1	4/4
Ms. Tan Khiaw Ngoh <i>Independent Director</i>	4/4	NA	NA	4/4
Mr. Tan Kang Uei, Anthony <i>Independent Director</i>	4/4	1/1	1/1	NA
Mr. Peh Nam Chuan Adrian <i>Independent Director</i>	2/2	NA	NA	2/2

Note: Mr. Deng Huan and Mr. Peh Nam Chuan Adrian were appointed on 26 May 2025 and 20 May 2025 respectively, and hence did not attend Board and Board Committee meetings held prior to that.

The Company’s Constitution provides for the Directors to participate in the meetings of the Board and Board Committees via electronic means or in such manner as the Board may determine to facilitate Board participation.

Corporate Governance

Matters Requiring Board Approval

The Board has identified a number of areas for which the Board has direct responsibility for decision making. Interested Person Transactions and the Group's internal control procedures are also reviewed by the Board.

The Board also meets to consider the following corporate matters that require Board approval:-

- Release of results announcements;
- Approval of annual reports and year-end financial statements;
- Convening of shareholders' meetings;
- Approval of corporate strategies;
- Material acquisitions and disposal of assets;
- Approval of annual business plan and annual budget;
- Reports of the Board Committees;
- Conflict of Interest and Interested Person Transaction Register;
- Disclosure of Directors' interests pursuant to Sections 156/165 of the Companies Act 1967 of Singapore ("**Companies Act**");
- Review of Board Assurance Framework;
- Review and approve major investments, divestments, and funding decisions.

A formal Delegation of Authority document, setting out certain delegations of authority from the Board to Management, is in place and was approved by the Board.

Internal guidelines have been established which require all Board members who have a conflict of interest in relation to a particular agenda item to abstain from participating in the relevant Board discussion.

Director's Training and Induction

All Directors are updated regularly concerning any changes in the Company's policies, risks management, key changes in the relevant laws, regulations, regulatory requirements and accounting standards. The Company also provides ongoing education on Board processes, governance and best practices.

The Company funds Directors' participation at industry conferences, seminars or any training program in connection with their duties as Directors. In addition, Directors also undergo training on sustainability.

Newly appointed Directors with no prior experience as a director of a listed issuer on the Singapore Stock Exchange (the "**SGX**") will undergo training in the roles and responsibilities of a director of a listed issuer as prescribed by the SGX. Newly appointed Directors are also briefed on the business activities of the Group and its strategic directions. Upon appointment, the Company will provide each newly appointed Director with a formal letter and will provide a briefing by senior management of the Company to the new Directors on the business activities of the Group and its strategic directions, as well as setting out their duties and responsibilities as Directors. They are also provided with relevant information on the Company's policies and procedures. There will be an orientation program to ensure that newly appointed Directors are familiar with the Group's business and governance practices. The Company will also provide training in areas such as accounting, legal and industry-specific knowledge as appropriate for Directors who have no prior experience as a director of a listed company.

Corporate Governance

In order to ensure that the Board is able to discharge its responsibilities, all Directors have unrestricted access to the Company's records and information. Management is required to provide complete, adequate and timely information to the Board on the Board's affairs and issues that require the Board's decision as well as ongoing reports relating to operational and financial performance of the Company.

The Management understands and carries out its role to provide all members of the Board with such information, including management accounts and other explanations and information to enable Directors to make an informed assessment of the Company's performance, position and prospects. All Board members are provided with a monthly management report on the Group's performance for effective monitoring and decision making.

Generally, Board papers which comprise quarterly or half-yearly results, SGX announcements, internal audit reports, and other information or financial analysis as required for the meetings and discussions, are prepared for each meeting and normally circulated four to seven days in advance of each meeting, to give directors sufficient time to review and consider the matters to be discussed so that discussions during the meeting can be more meaningful and productive. The Board papers provide sufficient background and explanatory information from the Management relating to matters to be discussed, copies of disclosure documents, and formal presentations made by Management in attendance at the meetings or by external consultants engaged on specific projects. Annual budget papers with explanations on material forecast variances are also tabled for Board approval. Directors are also informed as and when there are any significant developments or events relating to the Group's business operations.

The Board has separate and independent access to the senior management and the Company Secretary at all times. Directors are also entitled to request information from the Management and be provided with additional details as needed to make informed decisions. If the Directors, whether as a group or individually, need independent professional advice, the Company will, upon directions by the Board, appoint a professional advisor selected by the group or individual to render the advice. The cost of such professional advice will be borne by the Company.

The Board has delegated specific responsibilities to the Board Committees. These Board Committees have each been formed with written terms of reference which clearly set out its objectives, scope of duties and responsibilities, rules and regulations, and procedures governing the manner in which it operates and how decisions are to be taken, and each assists the Board in carrying out and discharging its duties and responsibilities efficiently and effectively. These Board Committees are each chaired by an Independent Director.

More details on each of the Board Committees, including the names of the committee members, the terms of reference, any delegation of the Board's authority to make decisions and a summary of their activities, are set out in the further sections of this Report.

The Company Secretary, or her representatives, attends all Committee and Board meetings and is responsible for ensuring that the required procedures are adopted. Together with the Management, the Company Secretary ensures the Company's compliance with all rules and regulations, including requirements of the Companies Act, Securities and Future Act 2001 of Singapore (the "**Securities and Futures Act**"), and the Listing Manual of the Singapore Exchange Securities Trading Limited (the "**Listing Manual**"), which are applicable to the Company, with the Board retaining ultimate responsibility for compliance.

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

Corporate Governance

Principle 2: Board Composition and Guidance

The Board comprises an Executive Chairman and six non-executive Directors. Of the six non-executive Directors, four are Independent Directors. As such, independent directors make up more than one-half of the Board.

The independence of each Director is reviewed annually by the Nominating Committee in accordance with the Code's definition of independence to ensure that the Board is capable of exercising objective judgment on corporate affairs of the Group. The Nominating Committee has reviewed the "Confirmation of Independence" forms completed by each Independent Director, and is of the view that the four Independent Directors are independent in accordance with the definition of independence in the Code and Rule 210(5)(d) of the Listing Manual. The Independent Directors have each confirmed that they do not have any relationship with the Company, its related companies (as defined under the Companies Act), its officers or its substantial shareholders (being shareholders who have an interest in 5% or more of the aggregate number of votes attached to all voting shares of the Company) that could interfere, or be reasonably perceived to interfere, with the exercise of the Director's independent business judgment in the best interests of the Company. The appointment of each Director is based on his calibre, experience, stature and potential contribution to the Company and its businesses. The current Directors are respected individuals with diverse expertise and a good track record in their respective fields.

The Non-Executive Directors including the Independent Directors participate actively during Board meetings, assist in developing proposals on strategy, constructively challenge and review the performance of the Management in achieving agreed goals and objectives, and monitor the reporting of the Management's performance. The Non-Executive Directors including the Independent Directors meet regularly without the presence of the Management so as to facilitate more effective and independent checks on Management. The chairman of such meetings provides feedback to the Board and/or Chairman as appropriate.

The Board objectively makes decisions in the best interests of the Group. The Board has clear policies and procedures for dealing with conflicts of interest. Where the director faces a conflict of interest, he or she discloses and recuses himself or herself from meetings and decisions involving the issue. Directors are subjected to an annual declaration of conflict of interest.

The Nominating Committee is of the view that the current Board is capable of providing the necessary expertise to meet the Board's objectives and that no individual or small group of individuals dominates the Board's decision-making process.

The Board is of the view that the current Board size of seven Directors is appropriate, taking into account the nature and scope of the Company's operations. Nonetheless, where necessary, the Board will review its current size to ensure that it is appropriate and effective to facilitate decision making, taking into account the nature and scope of the Company's operations.

A Board Diversity Policy is in place and was approved by the Board. The Company believes in diversity and values the benefits that diversity can bring to its Board. Diversity promotes the inclusion of different perspectives and ideas, mitigates against groupthink and ensures that the Company has the opportunity to benefit from all available talent.

Our Board Diversity Policy ensures that gender, skills and experience and other aspects of diversity not limited to age and geographical experience have been considered. Core competencies and experience that we look out for include business strategy, manufacturing, supply chain management, finance, accounting, information technology, cybersecurity, sustainability and legal.

Corporate Governance

The Company targets to achieve an appropriately balanced mix of diverse but complementary skills, competencies, knowledge, backgrounds (including geography, age and gender), experience and expertise on its Board that will prevent groupthink while allowing for effective collaboration and contribution in the Board's activities. The Company seeks to maintain a Board comprising talented and dedicated directors whose diversity reflects the complexity of the business environment in which the Group operates. The targets to achieve Board diversity are assessed from time to time, based on the composition of the Board and operations of the Group at the relevant time. As the Group's operations are principally located in Singapore and China, an important aspect of diversity in the Board composition is ensuring that the Company appoints Board Directors with work or directorship experience in Singapore and/or China, as well as familiarity with regulatory requirements in either of these countries. In addition, while the Company operates principally in the tourism industry, the Company recognises that it is important for the Board to, collectively, have expertise across various industries as the operations often involve activities in ancillary industries such as event management, technology and finance. Apart from the foregoing, the Company also aims to have a mix of genders and age groups on the Board.

The Directors have each completed Board appraisal forms relating to the effectiveness of the Board, which require, amongst others, considerations of diversity and Directors' contributions. The Nominating Committee has assessed and is of the view that the current Board composition has a mix of skills, competencies, knowledge, backgrounds and expertise that meets the above targets.

The Board comprises Directors with a diverse mix of backgrounds, bringing with them skills and expertise in strategic planning, business management, investment and entrepreneurship across various industries such as finance, technology, general commodities, pharmaceutical, event management, legal, healthcare, and others. Many of the Directors have served as directors in companies elsewhere in Asia, including China. Majority of the Directors are market experts in the tourism and hospitality industry in China where a significant portion of the Group's business is located. In terms of age diversity, the Directors range in age from being in their fifties to their seventies. In terms of gender diversity, the Company has two female Directors, namely Mdm. Chua Soh Har and Ms. Tan Khiaw Ngoh, representing 28.6% of the total Board membership. Mdm. Chua has been a member of the Board since 2010. The Company continues to benefit from her contributions in terms of improved and robust discussion and decision-making at the Board. Ms. Tan was appointed in May 2024.

Taking into account the Company's business environment, current plans and future strategy, and the background, capabilities and other attributes of the Directors as elaborated above, the Nominating Committee has assessed the current level of diversity on the Board to be satisfactory. The Nominating Committee is additionally of the view that the composition of the Board is well-balanced for the Group's current operations. Accordingly, the current plan for achieving the targets in the paragraphs above is to monitor and assess, alongside developments in the Group's operations, whether the current Board composition presents a satisfactory level of diversity and allows for effective collaboration between and contribution by the Directors.

The Company generally does not set concrete timelines for achieving board diversity targets. Instead, the Company takes the approach that maintaining a satisfactory level of diversity is an ongoing commitment, and targets and progress must be continuously assessed against the Group's evolving operations.

The Nominating Committee and the Board also apply the same standards as set out above in their consideration of any alternate Director to be appointed by any existing Board member, whether it be an Executive or an Independent Director. The Nominating Committee and Board members have carried out a rigorous review of the two current alternate Directors of the Company and are of the view that they have the necessary qualifications and experience to carry out their duties as alternate Directors in the Company.

Key information regarding the Directors' qualifications and experience can be found under the "Board of Directors" section of this Annual Report.

Corporate Governance

Principle 3: Chairman and Chief Executive Officer

Mr. Wu Hsioh Kwang is the Executive Chairman of the Board and the Chief Executive Officer. The Board is of the opinion that the present Group structure and business scope does not warrant a meaningful split of the roles of the Chairman and the Chief Executive Officer.

As Executive Chairman, Mr. Wu plays an instrumental role in developing the business of the Group and provides the Group with strong leadership and overall business directions. He leads the Board to ensure its effectiveness on all aspects of its role, and ensures that each member of the Board and the Management work well together with integrity and competence.

The retention of the Board Chairman in a non-independent director capacity ensures continuity and stability within the organization's leadership. This strategic decision allows the company to benefit from the Chairman's extensive experience, insights, and established relationships, which are crucial for maintaining operational consistency and achieving strategic goals.

With the assistance of the Company Secretary, the Executive Chairman schedules and prepares the agenda for Board meetings and ensures adequate time is available for discussion of all agenda items, in particular strategic issues. He promotes an open culture for debate and ensures that independent and non-executive directors are able to speak freely and contribute effectively. He also exercises control over the quality, quantity and timeliness of the flow of information between the Management and the Board.

In addition, Mr. Wu plays a pivotal role in fostering constructive dialogue between shareholders, the Board and the Management at AGMs and other shareholders' meetings. He also takes a leading role in ensuring that the Company strives to achieve and maintain a high standard of corporate governance practices with the full support of the Board, the Company Secretary, and Management.

All major decisions made by the Executive Chairman are reviewed by the Board and his remuneration package is reviewed periodically by the Remuneration Committee.

The Board is of the view that there are sufficient safeguards and checks to ensure that the process of decision making by the Board is independent and based on collective decisions without any individual exercising any considerable concentration of power or influence.

The Code provides under Provision 3.3 that the board should have a lead independent director to provide leadership *in situations* where the chairman is conflicted, and especially when the chairman is not independent. Mr Teo Ser Luck has been appointed to the role of Lead Independent Director since April 2025. Mr. Teo acts as an independent channel of communication for Independent Directors and shareholders who have concerns and for which contact with the Executive Chairman or Chief Financial Officer has not been successful or is inappropriate. Communication with the Lead Independent Director can be via email teo_serluck@yahoo.com.

As the lead independent director, Mr. Teo Ser Luck together with the rest of the independent directors meet periodically without the presence of the other directors and provide feedback to the chairman after such meeting. Given his seniority, he has sufficient standing when interacting with the chairman and is able to act as a sounding board for the chairman to bounce off ideas so that blind spots are eliminated.

Corporate Governance

Principle 4: Board Membership

The Nominating Committee comprises Mr. Tan Kang Uei, Anthony, Mr. Peh Nam Chuan Adrian and Mr. Wu Hsioh Kwang. Mr. Tan Kang Uei, Anthony is the Chairman of the Nominating Committee and is not directly associated with a substantial shareholder of the Company. Mr. Tan Kang Uei, Anthony and Mr. Peh Nam Chuan Adrian are Independent Non-Executive Directors. The Lead Independent Director is not a member of the Nominating Committee. The Company is aware that it has departed from compliance with Provision 4.2 of the Code, which provides that the lead independent director, if any, is a member of the Nominating Committee.

The Board is of view that this arrangement does not compromise the effectiveness, independence or the objectivity of the Nominating Committee, nor does it diminish the roles and responsibilities of the Lead Independent Director based on the following reasons:

- (a) The primary role of the Lead Independent Director to provide leadership as the Chairman is not independent and to serve as an additional channel for shareholders where necessary;
- (b) As a member of the Board, the Lead Independent Director is kept apprised of the deliberations of the Nominating Committee; and
- (c) There is close communication between the Lead Independent Director and the Nominating Committee and the Lead Independent Director will make himself accessible to the Nominating Committee at all times.

Given the above, the Board is satisfied that the spirit and intent of Provision 4.2 are met, notwithstanding the departure by the Company of Provision 4.2.

The responsibilities of the Nominating Committee include nominating persons for appointment as Directors, determining annually the independence of a Director, recommending processes and criteria for evaluating the performance of the Board, Board Committees and Directors, determining whether a Director is able to and has been adequately fulfilling his duties as a Director and reviewing the succession plans as well as training and professional development programs for the Board and other key management personnel. The criterion for independence is based on the definition as set out in the Code.

Key information on the Directors and their shareholdings in the Company are found on pages 6, 7 and 91 of this Annual Report respectively.

In the nomination and selection process, the Nominating Committee reviews the composition of the Board by taking into consideration the mix of expertise, skills and above attributes of existing Board members to identify desirable competencies and attributes to fill a particular vacancy (if any) and enhance the Board's capabilities. The Nominating Committee also considers the Company's business strategies and long-term success while taking into account the need for progressive renewal of the Board. This enables the Nominating Committee to source for candidates who possess the traits, knowledge and abilities that will contribute to the Board's activities and the strategic business areas of the Group. Channels used in the Nominating Committee's search and nomination process for identifying appropriate candidates include networks of each individual director, the Executive Chairman, or senior management. The Board, where necessary, may also engage external parties such as professional search firms and institutions to identify potential candidates. Directors appointed to the Board during FY2025 were identified through the Executive Chairman's and the senior management's networks. Newly appointed Directors are required to submit themselves for re-election at the next AGM of the Company.

Corporate Governance

The Company believes that Board renewal should be an ongoing process, to ensure good governance and to maintain relevance to the changing needs of the Company and business. Article 117 of the Constitution provides that one-third of the Directors for the time being, or, if their number is not three or a multiple of three, then the number rounded to the nearest one-third, shall retire from office at every AGM. The Constitution also requires that no Director stays in office for more than three years without being re-elected by shareholders.

A retiring Director shall be eligible for re-election. In recommending that a Director be nominated for re-election, the Nominating Committee assesses each candidate's suitability for re-appointment prior to making its recommendation, carefully taking into consideration factors such as the Director's record of attendance and participation, his/her candour, performance and overall contribution to the Board and the Group; as well as his/her ability to adequately carry out the duties expected while performing his/her roles in other companies or in other appointments. Each member of the Nominating Committee will abstain from voting on any resolution and making any resolutions and/or participating in any deliberations of the Nominating Committee in respect of the assessment of his performance or nomination for re-election as a Director.

This year, Mr. Wu Hsioh Kwang and Ms. Tan Khiaw Ngoh will be due to retire or retiring by rotation at the forthcoming AGM, pursuant to the requirements of Article 117 of the Company's Constitution. Both Mr. Wu and Ms. Tan will be seeking re-election as Directors of the Company.

Mr. Peh Nam Chuan Adrian and Mr. Deng Huan, as newly appointed Directors during the year, will also be retiring at the forthcoming AGM, pursuant to the requirements of Article 118 of the Company's Constitution. Both Mr. Peh and Mr. Deng will be seeking re-election as Directors of the Company. Article 118 provides that any Director appointed during the year shall retire from office and stand for re-election at the AGM following his/her appointment.

Several of the Board members have multiple listed board representations and other principal commitments, as follows:

Director	Listed board representations and principal commitments (other than in the Company)
Mr. Wu Hsioh Kwang	-
Mr. Teo Ser Luck	BRC Asia Limited Serial System Limited China Aviation Oil (Singapore) Corporation Limited Yanlord Land Group Limited Super Hi International Holding Ltd
Ms. Tan Khiaw Ngoh	Singapore Land Group Limited Singapore Children's Society Ang Mo Kio Thye Hua Kwan Hospital Limited Thye Hua Kwan Nursing Home Limited Assurity Trusted Solutions Pte Ltd Vanguard Health Fund Limited

Corporate Governance

Director	Listed board representations and principal commitments (other than in the Company)
Mr. Tan Kang Uei, Anthony	MOH Holdings Pte Ltd Synapxe Pte Ltd Temasia Health Pte Ltd MOH Office for Healthcare Transformation Pte Ltd Vanguard Healthcare Pte Ltd Agency for Care Effectiveness Pte Ltd Atlas Care Pte Ltd Singapore Chinese Chamber of Commerce & Industry Super Hi International Holding Ltd
Mr. Peh Nam Chuan Adrian	Adsan Law LLC Singapore Chinese Chamber of Commerce & Industry Singapore Hospice Council
Mdm. Chua Soh Har	-
Mr. Deng Huan	Shanghai Poly Property Co., Ltd Poly Investment Holdings Co., Ltd Poly Property Group Co., Ltd China Haisum Engineering Co., Ltd
Ms. Wu Xiuyi (alternate Director to Mr. Wu Hsioh Kwang)	-
Mr. Sean Wu Xiuzhuan (alternate Director to Mdm. Chua Soh Har)	-

The Board and Nominating Committee have assessed whether the Directors have devoted sufficient time and attention to the Group and are satisfied with the outcome. Factors considered by the Board and the Nominating Committee include, amongst others, the nature of the Directors' other appointments, the extent of the Directors' involvement in companies with an adverse track record or history of irregularities or that have been investigated by regulators, and the impact thereof on the Company. The Board recognizes that different board representations and other principal commitments may allow Directors to gain expertise that enriches their contributions to the Company. The Board deems it unnecessary to set a maximum number of listed board representations that any Director may hold as all the Directors are, on assessment of their contributions to the Board, able to devote sufficient time to the Company's affairs in light of their other commitments. However, as a general guideline to address time commitments that may be faced, a Director who holds more than five listed company board representations will consult the Chairman of the Nominating Committee before accepting any new appointments as a Director.

Ms. Wu Xiuyi was appointed as alternate Director to Mr. Wu Hsioh Kwang and Mr. Sean Wu Xiuzhuan was appointed as alternate Director to Mdm. Chua Soh Har. The Nominating Committee notes the Code's practice guidance which provides that alternate Directors should be appointed in exceptional cases. The Nominating Committee and the Board will review the period and circumstances for the appointment of the alternate Directors where necessary. Having considered the expertise and experience of Ms. Wu Xiuyi and Mr. Sean Wu Xiuzhuan, the Nominating Committee and the Board are of the view that the two alternate Directors are appropriately appointed. Each of the alternate Directors bears all duties and responsibilities borne by, and are subject to the same rules and procedures as the Directors of the Company.

Corporate Governance

Principle 5: Board Performance

The Nominating Committee will use its best efforts to ensure that Directors appointed to the Board and its Board Committees possess the necessary background, experience and knowledge to enable balanced and well-considered decisions to be made by the Board and the Board Committees.

In line with the principles of good corporate governance, the Nominating Committee has implemented an annual performance evaluation process to assess the overall effectiveness of the Board as a whole, without the engagement of an external facilitator. The members of the respective Board Committees are requested to complete evaluation forms tailored for assessing the effectiveness of the Board Committees. To evaluate the effectiveness of the Board as a whole, the Nominating Committee considers the adequacy and size of the Board, the Board's access to information, Board processes and accountability, and communication with senior management. Individual evaluation is also carried out to assess whether the Executive Chairman and each Director continue to contribute effectively and demonstrates commitment to his/her role and duties. The criteria for evaluation are reviewed by the Nominating Committee each year and changes are made where circumstances require. The results of the evaluation are used constructively by the Nominating Committee to identify areas for improvement and to recommend to the Board the appropriate action to be taken. Following the review, the Board is of the view that the Board and its Board Committees operate effectively.

In assessing each individual Director's contribution and performance and in considering the re-election of any Director, the Nominating Committee considers, amongst other factors, the Director's attendance record at meetings of the Board and Board Committees, the level of participation in the proceedings at meetings and the quality of contributions made.

Apart from the fiduciary duties (i.e. to act in good faith, with due diligence and care and in the best interest of the Company and its shareholders), the Board's key responsibilities include setting strategic directions and ensuring the long-term objective of enhancing shareholders' value is achieved. The Board's performance is also measured by its ability to support the Management especially in times of crisis and to steer the Company towards profitable directions. The Board will take into consideration, financial and other indicators to evaluate its overall performance.

REMUNERATION MATTERS

Principle 6: Procedures for Developing Remuneration Policies

Principle 7: Level and Mix of Remuneration

The Remuneration Committee comprises three Non-Executive Directors, two of whom (including the chairman of the Remuneration Committee), are Independent Directors. The members of the Remuneration Committee are Mr. Teo Ser Luck, who is also the Chairman of the Remuneration Committee, Mr. Tan Kang Uei, Anthony and Mdm. Chua Soh Har.

Corporate Governance

The Remuneration Committee is governed by its written terms of reference which set out its authority and duties. The key function of the Remuneration Committee is to review and recommend to the Board, in consultation with the Management, a framework for all aspects of remuneration such that there is a formal and transparent procedure for fixing the remuneration package of individual Directors. The Remuneration Committee also reviews and recommends to the Board the specific remuneration packages and terms of employment for the Executive Director as well as the Company's key management personnel. All aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses, options, share-based incentives and awards, and benefits-in-kind are within the purview of the Remuneration Committee. Each member of the Remuneration Committee shall abstain from voting on any resolutions and making any recommendations and/or participating in any deliberations in respect of his/her remuneration package.

The Remuneration Committee has authority to engage expert professional advice on remuneration and human resource matters whenever there is a need to consult externally. The Remuneration Committee will, in its deliberations for such, take into consideration industry practices and norms in compensation in addition to the Company's relative performance and the performance of the individual Director. No expert advice was sought during the financial year.

The Remuneration Committee will review the Company's obligations arising in the event of termination of the Executive Director's 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 towards the relevant Director or key management personnel. The Remuneration Committee aims to be fair and avoid rewarding poor performance.

In reviewing the remuneration packages for the Executive Director and key management personnel, the Remuneration Committee takes into consideration the pay and employment conditions within the industry and comparable companies, as well as the Company's relative performance and the performance of the Executive Director and key management personnel, so as to attract, retain and motivate them to run the Group successfully for the long term.

The Executive Director's and each key management personnel's performance is taken into account in determining their respective remuneration, and is assessed annually against set performance criteria (including leadership competencies, core values, personal development and commitment). The Company's performance is assessed based on a balanced set of financial and non-financial criteria including operational performance, financial performance and customer satisfaction. For the financial year ended 31 December 2025, the Remuneration Committee is of the view that performance conditions were met.

The Remuneration Committee ensures that the level and structure of remuneration are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company, and are aligned with the risk policies and long-term interests of the Company.

The Non-Executive Directors receive Directors' fees. In determining the quantum of Directors' fees, each Non-Executive Director's contribution to the Company is considered. Factors such as effort and time spent serving on the Board and Board Committees, and responsibilities of the Directors are taken into account. Generally, Directors who undertake additional duties as the chairman and/or members of any Board Committee(s) will receive higher fees because of their additional responsibilities. The Board recommends the remuneration of the Non-Executive Directors for shareholders' approval at each AGM. The Remuneration Committee ensures that compensation for Non-Executive Directors remains appropriate to preserve their independence.

Corporate Governance

The Executive Chairman does not receive a Director's fee. The Executive Chairman entered into a service agreement with the Company on 7 January 2004 for a period of three years, renewable automatically thereafter. The service agreement provides for termination by either the Executive Chairman or the Company upon giving no less than three months' notice. The Executive Chairman's compensation consists of his salary, bonus, share options granted and benefits.

The Remuneration Committee, having assessed the risk associated with the Group's business model, and the variable components of the remuneration which are considered moderate, is of the view that at present there is no necessity for the Company to institute contractual provisions in the terms of employment to reclaim incentive components of remuneration paid in prior years from the Executive Directors and key management personnel.

Principle 8: Disclosure on Remuneration

Remuneration of Directors

The following table sets out the quantum of each Director's remuneration for the financial year ended 31 December 2025, together with a breakdown (in percentage terms) of each Director's remuneration earned through base/fixed salary, variable or performance related income/bonuses, share options granted, and Director fees/attendance fees proposed to be paid to each Director subject to the approval of shareholders at the AGM:

	Percentage (%)			Total (round off to the nearest dollar) S\$
	Remuneration earned through:			
	Base / fixed Salary	Variable or performance related income/ bonuses/ share options granted	Director Fees / Attendance Fees	
Wu Hsioh Kwang	92%	8%	-	1,176,470
Deng Huan	-	-	-	-
Chua Soh Har	-	16%	84%	57,373
Teo Ser Luck	-	14%	86%	121,519
Tan Khiaw Nghoh	-	-	100%	54,150
Tan Kang Uei, Anthony	-	-	100%	69,190
Peh Nam Chuan Adrian	-	-	100%	41,021
Wu Xiuyi (Alternate Director)	88%	12%	-	252,590
Wu Xiuzhuan, Sean (Alternate Director)	87%	13%	-	231,510

Note: Base/fixed salary includes the 13th month payment or the annual wage supplement, fixed bonus and allowances. The variable or performance related bonus of Mr. Wu Hsioh Kwang, Ms. Wu Xiuyi, and Mr. Sean Wu Xiuzhuan were paid in 2026. Non-Executive Directors do not receive variable or performance related income/bonuses.

Corporate Governance

Remuneration of Immediate Family Members of Directors

Ms. Wu Xiuyi and Mr. Sean Wu Xiuzhuan are the daughter and son of the Executive Chairman, Mr. Wu Hsioh Kwang and Non-Executive Director, Mdm. Chua Soh Har, and their respective remuneration for the year ended 31 December 2025 is disclosed in the table above. Save as disclosed, there is no other employee in the Group who is an immediate family member of a Director, the Chief Executive Officer or a substantial shareholder of the Company whose remuneration exceeds S\$100,000 for the financial year ended 31 December 2025.

Remuneration of Key Executives

The total annual remuneration of the top five key management personnel, who are neither Directors, Alternate Directors, nor the Chief Executive Officer, for the financial year ended 31 December 2025 amounted to \$1.45 million. The Board is of the view that it is in the best interests of the Company not to fully disclose each individual's remuneration, given the competitive business environment and possible negative impact on the Group's business.

The remuneration of two of the top five key management personnel fell within the band of \$250,000 and below, while the remuneration of the remaining three fell within the band of between \$250,000 and \$500,000. Given the sensitive nature of key management personnel remuneration, the names of these employees are not set out in this statement as per Provision 8.1 of the Code, in the interest of maintaining confidentiality of staff remuneration matters.

Executive Share Options

Share options are granted to align employees' interest with that of shareholders' interest. The aggregate numbers of shares over which options may be granted shall not exceed 15% of the total issued shares (excluding treasury shares) of the Company on the date immediately preceding the date of grant. These options are granted with reference to the desired remuneration structure target and valued based on the Binomial model. Details of the share option scheme can be found in the "Directors' Statement" section and note 24(b) to the financial statements of this Annual Report.

No termination, retirement and post-employment benefit were granted to any Director, the Chief Executive Officer or any top five key management personnel for the year ended 31 December 2025.

Corporate Governance

ACCOUNTABILITY AND AUDIT

Principle 9: Risk Management and Internal Controls

The Board has ultimate responsibility for maintaining a sound system of internal controls to safeguard shareholders' investment and the Group's assets. The Board determines the nature and extent of the significant risks which the company is facing and willing to take in achieving its strategic objectives and value creation. The system of internal controls is intended to provide reasonable but not absolute assurance against material misstatement or loss, and includes the safeguarding of assets, the maintenance of proper accounting records, the reliability of financial information, compliance with appropriate legislation, regulation and best practices, and the identification and containment of business risk. The Board has overall responsibility for the governance of risk and maintains oversight of the key risks of the Group's business.

The Audit and Risk Committee assists the Board in overseeing risk governance in the Company to ensure that Management maintains an adequate and effective system of risk management and internal controls to safeguard shareholders' interest and the Company's assets. The Audit and Risk Committee's functions in this area include the following:

- i) Review and report to the Board the risk profile or risk tolerance the Company undertakes to achieve its business goals and strategies;
- ii) Review the risk management framework, policies, monitoring, measurements and reporting within the spectrum of enterprise risk management ("**ERM**") framework of the Group;
- iii) Review and report to the Board at least annually, on the adequacy and effectiveness of the Company's risk management and internal controls systems in addressing significant risks including financial, operational, compliance and information technology risks; and
- iv) Make recommendations to the Board on the opinion and disclosure in the Annual Report on the adequacy and effectiveness of the Company's risk management and internal controls systems in accordance with the Listing Manual and the Code.

The Group has in place an ERM framework to provide the Board with a Group-wide view of the risks in the respective business units. The ERM framework enables the identification, assessment, management, and monitoring of key risks to the Group's business. As part of this framework, risk registers are set up to document the identified key material risks, mitigating controls and action plans. The risk registers are reviewed periodically to ensure the continuing relevance and adequacy of identified risks, and the effectiveness of mitigating controls.

In consultation with KPMG Services Pte Ltd, the Group has refreshed the risk profile to align with the Group's latest corporate strategies and mission and vision. The key risks faced by the Group, as identified by KPMG Services Pte Ltd, were documented together with the controls in place to manage and mitigate those risks, for the review by the Audit and Risk Committee and the Board annually. Risk workshops are carried out with the relevant entities and persons to identify, assess, and prioritise these risks. Mitigatory controls to manage the key risks, as well as action plans to address the gaps, are considered and duly documented in the risk registers.

For FY2025, the internal audit reports did not raise any high-risk observations.

Corporate Governance

The Company regularly reviews and improves its business and operational activities to identify areas of significant business risks as well as take appropriate measures to control and mitigate these risks. The Company reviews all significant control policies and procedures and highlights all significant matters to the Audit and Risk Committee and the Board. The risk issues are highlighted on pages 175 to 186 under note 28 to the financial statements.

The external auditors (PricewaterhouseCoopers LLP, which is also the external auditor for Company's significant subsidiaries and associated companies), in the course of conducting their annual audit procedures on the statutory financial statements, also reviewed the Group's significant internal financial controls to the extent of their scope of audit. Any material non-compliance and internal financial control weaknesses noted by the external auditors are reported to the Audit and Risk Committee together with the external auditors' recommendations. Management will then take appropriate actions to rectify the weaknesses highlighted.

The Audit and Risk Committee, in the course of their review of the reports presented by the internal auditors, Ernst & Young Advisory Pte Ltd and external auditors, PricewaterhouseCoopers LLP also review the adequacy and effectiveness of the Group's system of internal controls, including the financial, operational, compliance and information technology controls, and risk management systems.

At the financial year-end of 31 December 2025, the Chief Executive Officer and Chief Financial Officer provided a letter of assurance on the integrity of the financial records/statements to the Board. The Chief Executive Officer and other key management personnel also provided assurances regarding the adequacy and effectiveness of the Company's risk management and internal control systems.

Such assurances included that:

- (a) the financial records of the Group have been properly maintained and the financial statements for the financial year ended 31 December 2025 give a true and fair view of the Group's operations and finances. This assurance was provided by the Chief Executive Officer and Chief Financial Officer;
- (b) the Company's risk management systems and internal control systems were properly maintained;
- (c) material information relating to the Company was disclosed on a timely basis for the purposes of preparing financial statements; and
- (d) the Company's risk management systems and internal control systems (including financial, operational, compliance and information technology controls) were adequate and effective as at the end of the financial year.

Based on the external and internal auditors' findings, the Board with the concurrence of the Audit and Risk Committee is satisfied that the Group's risk management and internal controls systems, including financial, operational, compliance and information technology controls, are adequate and effective, and provide reasonable (though not absolute) assurance against material financial misstatements and loss, and safeguard the Group's assets. The Board notes that the system of internal controls provides reasonable, but not absolute, assurance that the Group will not be affected by any event that could be reasonably foreseen as it strives to achieve its business objectives and is satisfied that the internal controls ensure the Group's maintenance of proper accounting records, compliance with applicable regulations and best practices, and timely identification and containment of financial, operational and compliance risks. The Audit and Risk Committee is also satisfied that there were no material weaknesses identified with regards to the risk management and internal control system.

Corporate Governance

Principle 10: Audit and Risk Committee

The Audit and Risk Committee comprises three Independent Non-Executive Directors, Mr. Teo Ser Luck, Ms. Tan Khiaw Nghoh and Mr. Peh Nam Chuan Adrian. Mr. Teo Ser Luck is the Chairman of the Audit and Risk Committee.

The Board is satisfied that two of the Audit and Risk Committee members, including the Committee's chairman, have relevant accounting and related financial management expertise or experience and are appropriately qualified to discharge their responsibilities.

The Audit and Risk Committee does not comprise former partners or directors of the company's existing auditing firm or auditing corporation: (a) who have been appointed to the Audit and Risk Committee 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; or (b) who have any financial interest in the auditing firm or auditing corporation.

The Audit and Risk Committee holds periodic meetings to perform the following functions:

- (a) review with external auditors the audit plan, and the results of the external auditors' examination and evaluation of the Group's system of internal controls;
- (b) review the financial statements and the external auditors' report on those financial statements, before submission to the Board for approval;
- (c) review the level of co-operation of the Management with the external auditors and internal auditors;
- (d) nominate the external auditors for appointment and re-appointment to the Board and approve the remuneration and terms of engagement of the external auditors;
- (e) review internal audit reports and internal audit plans of the Group;
- (f) review the adequacy, effectiveness, independence, scope and results of the external audit and the company's internal audit function;
- (g) review the Group's compliance with such functions and duties as may be required under the relevant statutes or the Listing Manual, and by such amendments made thereto from time to time;
- (h) review interested person transactions; and
- (i) review the assurances from the CEO and CFO/other key management personnels on the Company's financial records and financial statements and risk management and internal control systems.

The Audit and Risk Committee has explicit authority to investigate any matter within its terms of reference, full access to and co-operation of the Management, full discretion to invite any Director or executive officer to attend its meetings, and reasonable resources to enable it to discharge its functions properly.

Corporate Governance

In addition to the above, the Audit and Risk Committee is empowered to commission and review the findings of internal investigations on matters involving or connected to any suspected fraud or irregularity, failure of internal controls or infringement of any Singapore law, rule or regulation which are or is likely to have a material impact on the Group's operating results and/or financial position.

Each member of the Audit and Risk Committee shall abstain from voting on any resolutions and making any recommendations and/or participating in any deliberations of the Audit and Risk Committee in respect of matters in which he has a conflict of interest.

The Audit and Risk Committee has discussed the key audit matters with the Management and the external auditors. The Audit and Risk Committee concurs with the basis and conclusions included in the external auditors' report with respect to the key audit matters. Please refer to pages 99 to 100 of this Annual Report for more information on the key audit matters.

The Audit and Risk Committee meets with the external auditor separately without the presence of the Management at least once a year and reviews the assistance given by the Company's officers to the external auditors.

Pursuant to Rules 1207(6)(b) and (6)(c) of the Listing Manual, the Audit and Risk Committee undertook a review of the independence and objectivity of the external auditors as well as the non-audit services provided by the incumbent external auditors, and the aggregate amount of audit fees paid to them. The fee payable to the external auditors for audit services for the financial year ended 31 December 2025 was \$344,900. During the financial year ended 31 December 2025, the Group has engaged the external auditors to provide other audit related, tax compliance and advisory services at an aggregate fee of \$39,600. The Audit and Risk Committee is satisfied that neither their independence nor their objectivity is put at risk, including where due to the non-audit services, and that they remain able to meet the audit requirements and statutory obligations of the Company. Accordingly, the Audit and Risk Committee has recommended the re-appointment of the external auditors at the forthcoming AGM of the Company.

In recommending the re-appointment of the external auditors, the Audit and Risk Committee considered and reviewed a variety of factors including adequacy of resources, experience of supervisory and professional staff to be assigned to the audit, and size and complexity of the Group, its businesses and operations. It also evaluates the performance of the external auditor, taking into consideration the Audit Quality Indicators Disclosure Framework published by the Accounting and Corporate Regulatory Authority (ACRA).

In appointing the external auditors of the Group, the Company has complied with the requirements of Rules 712 and 715 of the Listing Manual.

During the financial year, the Audit and Risk Committee has reviewed, with the Group's Chief Financial Officer and the external auditors, changes in accounting standards and issues which are relevant to the Group and have a direct impact on the Group's financial statements.

The Audit and Risk Committee's responsibility in overseeing the adequacy and effectiveness of the Company's risk management system and internal controls are adequate and effective is complemented by the internal auditor, whom the Company has appointed.

The Internal Audit function has been outsourced to Ernst & Young Advisory Pte Ltd. The internal audit function is independent of the external audit. The internal auditor is a corporate member of Singapore chapter of the Institute of Internal Auditors ("IIA"), and staffed with professionals with relevant qualifications and experience. The internal auditor has adopted the Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors.

Corporate Governance

The Audit and Risk Committee is satisfied that the internal audit function is staffed by suitably qualified and experienced professionals with relevant experience and adequately resourced and is independent and effective in carrying out its function.

The Audit and Risk Committee has the authority to hire, remove, evaluate and determine compensation of the internal audit firm.

The internal auditor reports directly to the Chairman of the Audit and Risk Committee on audit matters. The internal auditor plans its audit work in consultation with, but independently of, the Management, and its yearly plan will be submitted to the Audit and Risk Committee for approval at the beginning of the year. The internal auditor will report to the Audit and Risk Committee regarding its findings. The Audit and Risk Committee meets the internal auditor at least once a year, without the presence of the Management to review the assistance given by the Company's officers to the internal auditors. The internal auditor has unfettered access to all the Company's documents, records, properties and personnel, including the Audit and Risk Committee, and has appropriate standing within the company.

A Whistle-Blowing policy is in place to provide an avenue through which employees may report or communicate, in good faith and in confidence, any concerns relating to financial and other matters, so that independent investigation of such matters can be conducted and appropriate follow-up action taken. The Chairman of the Audit and Risk Committee is in charge of managing this area. The Whistle-Blowing Policy has been reviewed by the Audit and Risk Committee to ensure that it has been properly implemented.

The Whistle-Blowing procedure is intended to be used for serious and sensitive issues. Serious concerns relating to financial reporting, unethical or illegal conduct are to be reported to the Chairman of the Audit and Risk Committee via a designated email. The action to be taken will depend on the nature of the concern. Initial inquiries will be made by the Chairman of the Audit and Risk Committee to determine whether an investigation is appropriate, and the form that it should take. Some concerns may be resolved by agreed action without the need for investigation. If investigation is necessary, the Audit and Risk Committee of the Company will direct an independent investigation to be conducted on complaint received. The Board will receive a report stating the details of the complaint received and the findings of the investigation, as well as a follow-up report on actions taken by the Audit and Risk Committee. The Company will update the complainant of the actions taken in respect of the complaint in two weeks. Subject to any legal constraints, the complainant will be notified about the outcome of any investigations.

The Company is committed to ensuring protection of the whistle-blower(s) against detrimental or unfair treatment and shall maintain the confidentiality of the whistle-blower(s) to the fullest extent reasonably practicable within the legitimate needs of the law and any ensuing evaluation or investigation. Complainant(s) who make a report in good faith will be protected from reprisals, victimisation or harassment.

Corporate Governance

SHAREHOLDER RIGHTS AND RESPONSIBILITIES

Principle 11: Shareholder Rights and Conduct of General Meetings

Principle 12: Engagement with Shareholders

The Company believes in regular and timely communication with shareholders as part of the Group's effort to help shareholders understand the business better.

The Board is mindful of its obligations to provide timely and fair disclosure of material information in compliance with statutory reporting requirements. Price sensitive information is publicly released in a timely manner, either before the Company meets with any group of investors or analysts, or simultaneously with such meetings. The Company has adopted half yearly reporting as part of its commitment to maintaining regular communication with the shareholders and as required by the Code. Financial results and annual reports will be announced or issued within the mandatory periods.

In line with the continuous obligations of the Company pursuant to the Listing Manual and the Companies Act, the Board's policy is that all shareholders should be equally and timely informed of all major developments that impact on the Company or the Group. It is also the Board's policy that all corporate news, strategies and announcements are promptly disseminated through SGXNET, press releases as well as various media. The Company does not practice selective disclosure.

As a result of the amendments to Rule 705(2) of the Listing Manual of Singapore Exchange Securities Trading Limited, which took effect from 7 February 2020, the Company undertook half-yearly reporting, instead of quarterly reporting from 2020. Nonetheless, the Board continues to meet on a quarterly basis to be apprised of the operational and financial performance of the Company and to discuss and approve any matters as required. The Company will continue to provide updates in compliance with its continuing disclosure obligations, as and when appropriate.

To enhance and encourage communication with shareholders and investors, the Company has a dedicated email account, contact@stracocorp.com to which shareholders and investors may send their enquiries to the Company. Enquiries received from shareholders and investors are responded to by the Company's senior management.

Currently, the Company does not have a formal investor relations policy as correspondences with shareholders are relatively low in volume. However, the Company's policy is that all shareholders should be informed simultaneously in an accurate and comprehensive manner regarding all material developments that impact the Group via the SGXNET on an immediate basis, in line with the Group's disclosure obligations pursuant to the Listing Manual and the Companies Act. There is no dedicated full-time investor relations team in place as the Board is of the view that the current communication channels are sufficient and cost-effective.

Corporate Governance

Shareholders are informed of all shareholders' meetings through notices contained in annual reports or circulars sent to all shareholders. These notices are also published in the Business Times and posted onto the SGXNET. Shareholders are encouraged to attend all shareholders' meetings to facilitate a high level of accountability by the Company and for shareholders to stay informed of the Company's strategy and goals. The general meeting procedures provide the shareholders with opportunities to raise questions relating to each resolution tabled for approval. Shareholders are given the opportunity to participate in, engage in and openly communicate to the Directors their views on matters relating to the Company. Shareholders are also informed of the rules, including voting procedures, governing shareholders' meeting. All shareholders are entitled to vote in accordance with the established voting rules and procedures for the shareholders' meetings. Each share entitles its holder to one vote. An external firm is appointed as scrutineer for the voting process to count and validate votes placed by shareholders, and is independent of the firm appointed to manage the electronic poll voting process. The detailed results setting out the number of votes cast for and against each resolution and the respective percentages are announced via the SGXNET after the meeting.

The resolutions tabled at the general meetings each set out a substantially separate issue, and the election or re-election of each director is treated as a separate subject matter. All resolutions are voted upon separately at each general meeting. Detailed information on each item in the meeting agenda is provided in the explanatory notes to the notices.

All individual shareholders who are unable to attend and vote in person are entitled to appoint a proxy to attend and vote on their behalf. All shareholders are therefore given the opportunity to vote, either in person or by proxy at all shareholders' meetings. In addition, all relevant intermediaries as defined under Section 181 of the Companies Act are also given the opportunity to appoint one or more proxies to attend and vote at all general meetings. A relevant intermediary is defined as follows:-

1. a banking corporation defined under the Banking Act 1970 of Singapore, or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;
2. a capital market services license holder which provides custodial services for securities under the Securities and Futures Act and holds shares in that capacity; or
3. the Central Provident Fund ("**CPF**") Board established by the CPF Act 1953 of Singapore, in respect of shares purchased under the subsidiary legislation of the CPF Act 1953 for investing using contributions and interest standing to the credit of CPF members.

Pursuant to Rule 730A of the Listing Manual, all resolutions are put to a vote by poll at shareholders' meetings to ensure greater transparency in the voting process. The announcement of the results of shareholders' meetings includes a breakdown of the number of votes cast and the respective percentages for and against each resolution.

The Directors, external auditors, Management and legal advisors (where necessary) are present at all shareholders' meetings to address shareholders' queries.

The Executive Chairman, all Directors, and the external auditor were present at the AGM held on 17 April 2025 and will endeavour to be present at the forthcoming AGM to be held on 27 April 2026.

Corporate Governance

Minutes of shareholders' meetings include details of questions raised and the responses from the Company, and are kept as a permanent record. In addition, copies of the minutes of general meetings together with questions raised and answers thereto are posted on the SGXNET and the Company's official website within one month from the conclusion of the general meeting.

DIVIDEND POLICY

The Company's dividend policy endeavours to balance dividend return to shareholders with the need for long-term sustainable growth whilst aiming for an efficient capital structure. The Company strives to provide shareholders with a consistent and sustainable ordinary dividend on an annual basis, based on cash position, working capital, expenditure plans, acquisition opportunities and market environment.

The Company declares dividends at each financial year-end. Payouts, if any, are communicated to shareholders via announcement on the SGXNET when the Company discloses its financial results.

The Board has proposed a final dividend of 1.5 Singapore cent per ordinary share for the financial year ended 31 December 2025 (FY2024: final dividend of 1.5 Singapore cent and special dividend of 0.5 Singapore cent per ordinary share).

MANAGING STAKEHOLDER RELATIONSHIPS

Principle 13: Engagement with Stakeholders

The Company strives to maintain open and fair communication with material stakeholders, to understand their views, concerns, and objectives, as well as communicate expectations and improve shareholder engagement to achieve sustainable objectives. The Company has identified stakeholder groups which have a significant influence and interest in the operations and businesses, being the Board, employees, customers, local communities, investors and shareholders, and engage these stakeholders to understand their ESG expectations from time to time.

The Sustainability Report section of this Annual Report provides more details about the strategy and key areas of focus in relation to the management of stakeholder relationships during the reporting period.

The Company maintains a current corporate website at www.stracocorp.com, and an email alert option is available to subscribers who wish to be notified of newly posted announcements, press releases, presentations and publications.

In this way, the Company endeavours to maintain good communication and engagement with all its material stakeholders.

Corporate Governance

DEALING IN SECURITIES

Directors and executives of the Group are not allowed to deal in the Company's securities during the period commencing one month before the announcement of the Company's half yearly and full year financial statements.

Internal guidelines applicable to all Directors and affected employees of the Group with regard to dealings in the shares of the Company have been adopted whereby such dealings are strictly prohibited during prescribed periods until the announcements of the relevant results are made. Directors and employees of the Group are also reminded to observe insider trading laws at all times even when dealing in securities within permitted trading periods. They are also discouraged from dealing in the Company's shares on short-term considerations.

INTERESTED PERSON TRANSACTIONS POLICY

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

There were no interested person transactions for the financial year ended 31 December 2025.

MATERIAL CONTRACTS

There were no material contracts entered into by the Company or any of its subsidiaries involving the interest of the Chief Executive Officer, any Director or controlling shareholder, that were still subsisting at the end of the financial year ended 31 December 2025 or if not then subsisting, entered into since the end of the previous financial year ended 31 December 2024.

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Directors' Statement

For the financial year ended 31 December 2025

The directors present their statement to the members together with the audited financial statements of the Group for the financial year ended 31 December 2025 and the statement of financial position of the Company as at 31 December 2025.

In the opinion of the directors,

- (a) the statement of financial position of the Company and the consolidated financial statements of the Group as set out on pages 104 to 193 are drawn up so as to give a true and fair view of the financial position of the Company and of the Group as at 31 December 2025 and the financial performance, changes in equity and cash flows of the Group for the financial year covered by the consolidated financial statements; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

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

Wu Hsioh Kwang

Deng Huan (appointed on 26 May 2025)

Chua Soh Har

Teo Ser Luck

Tan Khiaw Ngoh

Tan Kang Uei, Anthony

Peh Nam Chuan Adrian (appointed on 20 May 2025)

Alternate Directors

Wu Xiuyi (alternate Director to Wu Hsioh Kwang)

Wu Xiuzhuan (alternate Director to Chua Soh Har)

Directors' Statement

For the financial year ended 31 December 2025

Arrangements to enable directors to acquire shares and debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose object was to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than as disclosed under "Share options" in this statement.

Directors' interests in shares or debentures

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

	Holdings registered in name of director or nominee		Holdings in which director is deemed to have an interest	
	At 31.12.2025	At <u>1.1.2025</u>	At 31.12.2025	At <u>1.1.2025</u>
Straco Corporation Limited (No. of ordinary shares)				
Wu Hsioh Kwang (also, the controlling shareholder of the Company)	25,433,000	8,888,000	470,679,980	470,679,980
Li Weiqiang (resigned on 26 May 2025)	-	330,000	-	-
Chua Soh Har	11,804,000	11,804,000	484,308,980	467,763,980
Wu Xiuyi (Alternate Director to Wu Hsioh Kwang)	35,205,000	35,205,000	-	-
Wu Xiuzhuan (Alternate Director to Chua Soh Har)	27,656,000	27,656,000	-	-

Directors' Statement

For the financial year ended 31 December 2025

Directors' interests in shares or debentures (continued)

- (b) According to the register of directors' shareholdings, certain directors holding office at the end of the financial year had interests in options to subscribe for ordinary shares of the Company granted pursuant to the Straco Share Option Scheme as set out below and under "Share options" below.

Name of Directors	No. of unissued ordinary shares under option	
	At 31.12.2025	At <u>1.1.2025</u>
Wu Hsioh Kwang (also, the controlling shareholder of the Company)	300,000	600,000
Li Weiqiang (resigned on 26 May 2025)	-	400,000
Chua Soh Har	200,000	400,000
Hee Theng Fong (retired on 17 April 2025)	-	400,000
Teo Ser Luck	400,000	200,000
	900,000	2,000,000
<u>Alternate Directors and associates of controlling shareholder</u>		
Wu Xiuyi	300,000	600,000
Wu Xiuzhuan	300,000	600,000
	600,000	1,200,000

- (c) The directors' interests in the ordinary shares and convertible securities of the Company as at 21 January 2026 were the same as those as at 31 December 2025.

Share options

- (a) Straco Share Option Scheme

Description of the share option scheme can be found in Note 24(b) of the financial statements.

As at 31 December 2025, 5,974,000 (2024: 5,974,000) ordinary shares were allotted pursuant to options which had been exercised and a total of 22,432,000 (2024: 17,594,000) options had lapsed/expired under the 2014 Scheme. Options to subscribe for a total of 8,932,000 (2024: 13,770,000) options which have not yet been exercised remained outstanding.

Directors' Statement

For the financial year ended 31 December 2025

Share options (continued)

(a) Straco Share Option Scheme (continued)

As at 31 December 2025, a total of 660,000 (2024: 80,000) options had lapsed under the 2024 Scheme. Options to subscribe for a total of 4,790,000 (2024: 3,520,000) options which have not yet been exercised or vested remained outstanding.

Details of the options granted to directors of the Company, controlling shareholder of the Company and his associates, and group employees who received 5% or more of the total number of options available under the Schemes are as follows:

<u>Name of directors</u>	<u>No. of unissued ordinary shares of the Company under option</u>			
	<u>Granted in financial year ended 31.12.2025</u>	<u>Aggregate granted since commencement of scheme to 31.12.2025</u>	<u>Aggregate exercised/ expired/ forfeited since commencement of scheme to 31.12.2025</u>	<u>Aggregate outstanding as at 31.12.2025</u>
Wu Hsioh Kwang (also, the controlling shareholder of the Company)	-	8,800,000	(8,500,000)	300,000
Li Weiqiang (resigned on 26 May 2025)	-	1,918,000	(1,918,000)	-
Chua Soh Har	-	2,548,000	(2,348,000)	200,000
Hee Theng Fong (retired on 17 April 2025)	-	1,060,000	(1,060,000)	-
Teo Ser Luck	200,000	400,000	-	400,000
	<u>200,000</u>	<u>14,726,000</u>	<u>(13,826,000)</u>	<u>900,000</u>
<u>Alternate Directors and Associates of controlling shareholder</u>				
Wu Xiuyi	-	4,924,000	(4,624,000)	300,000
Wu Xiuzhuan	-	3,030,000	(2,730,000)	300,000
	<u>-</u>	<u>7,954,000</u>	<u>(7,354,000)</u>	<u>600,000</u>

Directors' Statement

For the financial year ended 31 December 2025

Share options (continued)

(a) Straco Share Option Scheme (continued)

No. of unissued ordinary shares of the Company under option

<u>Name of employee</u>	<u>Granted in financial year ended 31.12.2025</u>	<u>Aggregate granted since commencement of scheme to 31.12.2025</u>	<u>Aggregate exercised/ expired/ forfeited since commencement of scheme to 31.12.2025</u>	<u>Aggregate outstanding as at 31.12.2025</u>
Ng Chiau Meng	300,000	6,640,000	(4,020,000)	2,620,000
Ng Kim	300,000	6,930,000	(4,310,000)	2,620,000
	<u>600,000</u>	<u>13,570,000</u>	<u>(8,330,000)</u>	<u>5,240,000</u>

The aggregate number of shares over which options may be granted on any date, when added to the number of shares issued and issuable in respect of all options granted under the Scheme, shall not exceed 15% of the issued shares of the Company on the day preceding that date.

No participant under the Schemes, save for those disclosed above, has received 5% or more of the total number of shares under option available under the Schemes, since commencement and during the financial year under review.

No option was granted at a discount during the financial year.

Directors' Statement

For the financial year ended 31 December 2025

Share options (continued)

(b) Share options outstanding

The number of unissued ordinary shares of the Company under option in relation to the Schemes outstanding at the end of the financial year was as follows:

<u>Date of grant of option</u>	No. of unissued ordinary shares under option at 31.12.2025	Exercise price	<u>Exercise period</u>
2014 Scheme			
12/05/2016	1,860,000	0.79	13/05/2017 to 12/05/2026
11/05/2017	1,840,000	0.84	12/05/2018 to 11/05/2027
21/05/2018	1,840,000	0.78	22/05/2019 to 21/05/2028
23/05/2019	1,850,000	0.78	24/05/2020 to 23/05/2029
03/07/2020	1,542,000	0.51	04/07/2021 to 03/07/2030
2024 Scheme			
09/05/2024	1,300,000	0.50	10/05/2025 to 09/05/2029
09/05/2024	1,640,000	0.50	10/05/2025 to 09/05/2034
08/05/2025	200,000	0.42	09/05/2026 to 08/05/2030
08/05/2025	1,650,000	0.42	09/05/2026 to 08/05/2035
	<u>13,722,000</u>		

Directors' Statement

For the financial year ended 31 December 2025

Audit and Risk Committee

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

Teo Ser Luck (Chairman)
Tan Khiaw Ngoh
Peh Nam Chuan Adrian

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

The Audit and Risk Committee carried out its functions in accordance with Section 201B(5) of the Singapore Companies Act. In performing those functions, the Committee reviewed:

- the scope and the results of internal audit procedures with the internal auditor;
- the audit plan of the Company's independent auditor and any recommendations on internal accounting controls arising from the statutory audit;
- the assistance given by the Company's management to the independent and internal auditors;
- the statement of financial position of the Company and the consolidated financial statements of the Group for the financial year ended 31 December 2025 before their submission to the Board of Directors; and
- interested person transactions (as defined in Chapter 9 of the SGX Listing Manual).

The Audit and Risk Committee has recommended to the Board that the independent auditor, PricewaterhouseCoopers LLP, be nominated for re-appointment at the forthcoming Annual General Meeting of the Company.

Directors' Statement

For the financial year ended 31 December 2025

Independent auditor

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

On behalf of the directors

Wu Hsioh Kwang
Director

16 March 2026

Teo Ser Luck
Director

Independent Auditor's Report

To the Members of Straco Corporation Limited

Report on the Audit of the Financial Statements

Our Opinion

In our opinion, the accompanying consolidated financial statements of Straco Corporation Limited (“the Company”) and its subsidiaries (“the Group”) and the statement of financial position of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (“the Act”) and Singapore Financial Reporting Standards (International) (“SFRS(I)s”) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the financial year ended on that date.

What we have audited

The financial statements of the Company and the Group comprise:

- the consolidated statement of comprehensive income of the Group for the financial year ended 31 December 2025;
- the consolidated statement of financial position of the Group as at 31 December 2025;
- the statement of financial position of the Company as at 31 December 2025;
- the consolidated statement of changes in equity of the Group for the financial year then ended;
- the consolidated statement of cash flows of the Group for the financial year then ended; and
- the notes to the financial statements, including material accounting policy information.

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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority 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 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.

Our Audit Approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the accompanying financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Independent Auditor's Report

To the Members of Straco Corporation Limited

Our Audit Approach (continued)

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 for the financial year ended 31 December 2025. 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 Matter	How our audit addressed the Key Audit Matter
<p>Impairment assessment of property, plant and equipment, investment property and right-of-use assets</p> <p>As at 31 December 2025, the carrying value of property, plant and equipment and investment property, including right-of-use assets, amounted to \$147.2 million (Note 16) and \$15.2 million (Note 15) respectively.</p> <p>These assets are predominantly made up of leasehold land and buildings which the Group's key attractions operate on and the machinery and equipment which are used in the day-to-day business of the key attractions.</p> <p>Management considers individual components of each attraction as a separate cash-generating unit ("CGU") and has carried out impairment assessments on each of the components' carrying amounts to identify whether there are indicators for impairment. The recoverable amount is determined based on the higher of the CGU's value-in-use and fair value less costs of disposal. External valuation on components with impairment indicators are obtained from independent professional valuers when the internal assessments indicate impairment indicators.</p> <p>Based on the impairment assessments carried out by management and the report of the independent professional valuer as at 31 December 2025, impairment write-back on investment property of \$0.6 million was recognised against the consolidated statement of comprehensive income during the year ended 31 December 2025.</p> <p>We focused on this area as the impairment assessment and valuation process involves significant judgement in determining the appropriate valuation methodology to be used, and in estimating the underlying assumptions to be applied. The external valuation is highly sensitive to key assumptions applied in deriving the capitalisation rate and discount rate.</p>	<p>We focused our audit work on the underlying assumptions and factors used in the assessment performed by management and the independent external valuer.</p> <p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> Assessing how management identified indicators for impairment; Assessing external professional valuer's competence, capabilities and objectivity, and reading the valuation report prepared by the external valuer; Assessing the appropriateness of methodologies used by external valuer; and For fair value less cost to sell, corroborated the inputs used by external valuer such as capitalisation rate and discount rate by comparing them against historical rates and available industry data, taking into consideration comparability and market factors. <p>Based on our work and the evidence obtained, we found the significant judgements and estimates adopted by management in the fair value less cost to sell calculations supportable. In addition, we found that the external valuer is a member of a recognised professional body for external valuers and the valuation methodologies used were in line with the generally accepted market practices and the key assumptions used were within range of market data.</p> <p>We also found the disclosure on the estimates used by management in performing the impairment assessment in Note 3 to be appropriate.</p>

Independent Auditor's Report

To the Members of Straco Corporation Limited

Our Audit Approach (continued)

Key Audit Matter

Useful lives of property, plant and equipment and investment property

As at 31 December 2025, included in the carrying value of property, plant and equipment of \$147.2 million (Note 16) and investment property of \$15.2 million (Note 15) is right-of-use assets of \$30.8 million and \$2.3 million respectively (Note 17a). The net carrying amount of property, plant and equipment and investment property, excluding right-of-use ("ROU") assets, amounted to \$116.4 million and \$12.9 million respectively.

The Group reviews annually the estimated useful lives of property, plant and equipment and investment property, excluding ROU assets, based on factors that include:

- Asset utilisation and visitorship to the attractions;
- Technological changes and obsolescence;
- Government regulations or re-designation of land space; and
- Internal technical evaluation on safety and maintenance plans.

We focused on the useful lives of property, plant and equipment and investment property, excluding ROU assets, due to their contribution to the statement of financial position and the subjectivity of the assessment whereby future results of operations could be materially affected by changes in these estimates arising from changes in factors above.

How our audit addressed the Key Audit Matter

We focused our audit work on the underlying assumptions and factors used in the assessment performed by management, taking into consideration past utilisation of assets and future asset maintenance and investment plans.

Our audit procedures included the following:

- Obtained key contracts and agreements entered into for usage or lease of land space for the Group's key attractions;
- Obtained evidence of renewal of operating permits granted by the authority;
- Reviewed actual useful lives of fully depreciated assets which still remain in use;
- Obtained and reviewed planned maintenance expenditure information; and
- Considered other similar established industry practices.

We found management's basis of estimating the useful lives to be appropriate.

We also found the disclosure on the estimates of useful lives by management in the determination of useful lives of property, plant and equipment and investment property in Note 3 to be appropriate.

Independent Auditor's Report

To the Members of Straco Corporation Limited

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement (but does not include the financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the other sections of the annual report ("the Other Sections"), which are expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information and we do not and will 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 identified above 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 on the other information that we obtained prior to the date of this auditor's report, 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.

When we read the Other Sections, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors and take appropriate actions in accordance with SSAs.

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 Straco 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.

Independent Auditor's Report

To the Members of Straco Corporation Limited

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

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

Report on Other Legal and Regulatory Requirements

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

The engagement partner on the audit resulting in this independent auditor's report is Alex Toh Wee Keong.

PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants
Singapore, 16 March 2026

Consolidated Statement of Comprehensive Income

For the financial year ended 31 December 2025

	Note	2025 \$	2024 \$
Revenue	4	74,380,372	81,504,136
Other income	5	4,882,482	8,870,080
Expenses			
Depreciation and amortisation	6	(9,790,408)	(9,062,619)
Changes in inventories and purchases of goods		(1,408,013)	(1,526,375)
Professional and legal fees		(626,968)	(858,254)
Sales and marketing		(983,663)	(992,673)
Exchange (losses)/ gains - net		(45,163)	65,971
Rental expenses	17(d)	(2,651,934)	(2,633,546)
Property and other taxes		(1,012,623)	(1,010,498)
Repair and maintenance		(4,398,818)	(4,273,041)
Employee compensation	8	(22,516,123)	(23,389,760)
Utilities		(3,293,377)	(3,341,655)
Loss on disposal of property, plant and equipment		(97,763)	(57,987)
Impairment write-back/ (loss) on investment property	15	600,000	(300,000)
Impairment loss on goodwill	19	-	(1,419,013)
Other expenses		(3,699,911)	(3,847,088)
Finance cost	7	(1,436,356)	(1,509,364)
Profit before income tax		27,901,734	36,218,314
Income tax expense	9(a)	(8,684,884)	(6,914,909)
Total profit		19,216,850	29,303,405
Other comprehensive (loss)/ income:			
Items that may be reclassified subsequently to profit or loss:			
Currency translation differences arising from consolidation - (loss)/ gain		(1,764,463)	231,900
Other comprehensive (loss)/income, net of tax		(1,764,463)	231,900
Total comprehensive income		17,452,387	29,535,305

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

Consolidated Statement of Comprehensive Income

For the financial year ended 31 December 2025

	Note	2025 \$	2024 \$
Profit attributable to:			
Equity holders of the Company		17,957,539	27,220,470
Non-controlling interests		1,259,311	2,082,935
		19,216,850	29,303,405
Total comprehensive income attributable to:			
Equity holders of the Company		16,262,449	27,443,089
Non-controlling interests		1,189,938	2,092,216
		17,452,387	29,535,305
Earnings per share for profit attributable to equity holders of the Company (cents per share)			
Basic earnings per share	10	2.10	3.18
Diluted earnings per share	10	2.10	3.18

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

Statement of Financial Position - Group

As at 31 December 2025

	Note	2025 \$	2024 \$
ASSETS			
Current assets			
Cash and cash equivalents	11	187,136,296	188,165,074
Trade and other receivables	12	3,588,961	5,213,982
Inventories	13	2,544,709	2,510,528
		<u>193,269,966</u>	<u>195,889,584</u>
Non-current assets			
Investment property	15	15,239,813	15,425,111
Property, plant and equipment	16	147,195,849	149,200,028
Intangible assets and goodwill	19	47,889	53,522
Deferred tax assets	22	364,083	345,480
		<u>162,847,634</u>	<u>165,024,141</u>
Total assets		<u>356,117,600</u>	<u>360,913,725</u>
LIABILITIES			
Current liabilities			
Trade and other payables	20	9,922,524	10,424,543
Current income tax liabilities	9(b)	1,481,894	1,461,935
Borrowings	21	-	1,028,311
Lease liabilities	17(e)	1,385,319	1,271,370
		<u>12,789,737</u>	<u>14,186,159</u>
Non-current liabilities			
Trade and other payables	20	246,820	304,616
Borrowings	21	2,900,000	5,009,756
Lease liabilities	17(e)	35,535,366	36,994,395
Deferred income		75,936	200,801
Deferred income tax liabilities	22	13,555,351	13,118,121
Provision for reinstatement cost	23	6,052,454	5,907,139
		<u>58,365,927</u>	<u>61,534,828</u>
Total liabilities		<u>71,155,664</u>	<u>75,720,987</u>
NET ASSETS			
EQUITY			
Capital and reserves attributable to equity holders of the Company			
Share capital	24	76,985,514	76,985,514
Other reserves	25	6,654,089	8,146,027
Retained profits		189,298,385	188,459,020
		<u>272,937,988</u>	<u>273,590,561</u>
Non-controlling interests	14	12,023,948	11,602,177
Total equity		<u>284,961,936</u>	<u>285,192,738</u>

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

Statement of Financial Position - Company

As at 31 December 2025

	Note	2025 \$	2024 \$
ASSETS			
Current assets			
Cash and cash equivalents	11	67,284,607	56,019,834
Trade and other receivables	12	521,697	539,698
		67,806,304	56,559,532
Non-current assets			
Investments in subsidiaries	14	76,070,954	76,070,954
Property, plant and equipment	16	1,626,114	1,682,085
Loans and advances to subsidiaries	28(a)	26,100,000	39,600,000
		103,797,068	117,353,039
Total assets		171,603,372	173,912,571
LIABILITIES			
Current liabilities			
Trade and other payables	20	1,141,352	1,481,278
Current income tax liabilities	9(b)	-	220,686
Total liabilities		1,141,352	1,701,964
NET ASSETS		170,462,020	172,210,607
EQUITY			
Capital and reserves attributable to equity holders of the Company			
Share capital	24	76,985,514	76,985,514
Other reserves	25	1,956,360	1,762,068
Retained profits		91,520,146	93,463,025
Total equity		170,462,020	172,210,607

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

Consolidated Statement of Changes in Equity

For the financial year ended 31 December 2025

Note	← Attributable to equity holders of the Company →							Total	Non-controlling interests	Total equity
	Share capital	Treasury shares	Share option reserve	General reserve	Currency translation reserve	Capital reserve	Retained profits			
	\$	\$	\$	\$	\$	\$	\$	\$	\$	
At 1 January 2025	76,985,514	(7,308,213)	10,414,438	16,794,805	(10,410,846)	(1,344,157)	188,459,020	273,590,561	11,602,177	285,192,738
Profit for the year	-	-	-	-	-	-	17,957,539	17,957,539	1,259,311	19,216,850
Other comprehensive loss for the year	-	-	-	-	(1,695,090)	-	-	(1,695,090)	(69,373)	(1,764,463)
Total comprehensive income for the year	-	-	-	-	(1,695,090)	-	17,957,539	16,262,449	1,189,938	17,452,387
Dividend to non-controlling shareholders of subsidiaries	-	-	-	-	-	-	-	-	(768,167)	(768,167)
Dividend relating to 2024 paid	26	-	-	-	-	-	(17,109,314)	(17,109,314)	-	(17,109,314)
Treasury shares purchased	24	-	(99,244)	-	-	-	-	(99,244)	-	(99,244)
Share-based payment transactions	8	-	-	293,536	-	-	-	293,536	-	293,536
Transfer to general reserve fund	-	-	-	8,860	-	-	(8,860)	-	-	-
Total transactions with owners, recognised directly in equity	-	(99,244)	293,536	8,860	-	-	(17,118,174)	(16,915,022)	(768,167)	(17,683,189)
At 31 December 2025	76,985,514	(7,407,457)	10,707,974	16,803,665	(12,105,936)	(1,344,157)	189,298,385	272,937,988	12,023,948	284,961,936

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

Consolidated Statement of Changes in Equity

For the financial year ended 31 December 2025

Note	← Attributable to equity holders of the Company →							Total	Non-controlling interests	Total equity
	Share capital	Treasury shares	Share option reserve	General reserve	Currency translation reserve	Capital reserve	Retained profits			
	\$	\$	\$	\$	\$	\$	\$	\$	\$	
At 1 January 2024	76,985,514	(7,308,213)	10,011,691	16,770,833	(10,633,465)	(1,344,157)	178,371,836	262,854,039	9,532,734	272,386,773
Profit for the year	-	-	-	-	-	-	27,220,470	27,220,470	2,082,935	29,303,405
Other comprehensive income for the year	-	-	-	-	222,619	-	-	222,619	9,281	231,900
Total comprehensive income for the year	-	-	-	-	222,619	-	27,220,470	27,443,089	2,092,216	29,535,305
Dividend to non-controlling shareholders of subsidiaries	-	-	-	-	-	-	-	-	(22,773)	(22,773)
Dividend relating to 2023 paid	26	-	-	-	-	-	(17,109,314)	(17,109,314)	-	(17,109,314)
Share-based payment transactions	8	-	-	402,747	-	-	-	402,747	-	402,747
Transfer to general reserve fund	-	-	-	23,972	-	-	(23,972)	-	-	-
Total transactions with owners, recognised directly in equity	-	-	402,747	23,972	-	-	(17,133,286)	(16,706,567)	(22,773)	(16,729,340)
At 31 December 2024	76,985,514	(7,308,213)	10,414,438	16,794,805	(10,410,846)	(1,344,157)	188,459,020	273,590,561	11,602,177	285,192,738

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

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Total profit		19,216,850	29,303,405
Adjustments for:			
- Income tax expense	9	8,684,884	6,914,909
- Depreciation of property, plant and equipment	6	8,986,094	8,261,096
- Depreciation of investment property	6	785,298	785,298
- Amortisation of intangible assets	6	19,016	16,225
- Equity-settled shared-based payment transactions	8	293,536	402,747
- Amortisation of government grants		(204,255)	(69,689)
- Loss on disposal of property, plant and equipment		97,763	57,987
- Impairment (write-back)/ loss on investment property	15	(600,000)	300,000
- Impairment loss on goodwill	19	-	1,419,013
- Interest income	5	(3,634,859)	(4,504,001)
- Interest expenses	7	1,436,356	1,509,364
- Unrealised currency translation losses		9,981	(70,369)
		35,090,664	44,325,985
Change in working capital			
- Inventories		(47,383)	(182,833)
- Trade and other receivables		986,467	775,594
- Trade and other payables		(508,914)	(87,317)
Cash generated from operations		35,520,834	44,831,429
Income tax paid		(8,241,237)	(7,559,990)
Net cash flows generated from operating activities		27,279,597	37,271,439

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

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2025

	Note	2025 \$	2024 \$
Cash flows from investing activities			
Additions to property, plant and equipment	16 / (a)	(7,498,340)	(3,680,485)
Additions to intangible assets	19	(14,095)	-
Government grant received		80,638	153,741
Proceeds from disposal of property, plant and equipment		61,762	1,775
Interest received		4,227,085	3,968,557
Net cash flows (used in)/ generated from investing activities		(3,142,950)	443,588
Cash flows from financing activities			
Repurchase of own shares	24	(99,244)	-
Repayment of borrowings		(3,138,067)	(1,007,831)
Principal payment of lease liabilities		(1,261,988)	(1,225,362)
Interest paid on lease liabilities	7	(1,272,073)	(1,323,700)
Interest paid on borrowings	7	(18,968)	(43,837)
Dividends paid to equity holders of the Company		(17,109,314)	(17,109,314)
Dividends paid to non-controlling interests		(768,167)	(22,773)
Net cash flows used in financing activities		(23,667,821)	(20,732,817)
Net increase in cash and cash equivalents		468,826	16,982,210
Cash and cash equivalents			
Beginning of financial year	11	187,045,074	169,804,074
Effects of currency translation on cash and cash equivalents		(1,497,604)	258,790
End of financial year	11	186,016,296	187,045,074

(a) Additions to property, plant and equipment

During the financial year, the Group acquired property, plant and equipment with an aggregate cost of \$7,498,340 (2024: \$3,688,538) of which \$7,498,340 (2024: \$3,680,485) was paid as at 31 December 2025 and \$Nil (2024: \$8,053) was due to the additions of right-of-use assets during the year.

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

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2025

Reconciliation of liabilities arising from financing activities

	1 January \$	Non-cash changes			Cash flows \$	31 December \$
		Effects of foreign currency translation \$	Additions \$	Interest expense \$		
<u>Group</u>						
2025						
Borrowings	6,038,067	-	-	18,968	(3,157,035)	2,900,000
Lease liabilities	38,265,765	(83,092)	-	1,272,073	(2,534,061)	36,920,685
2024						
Borrowings	7,045,898	-	-	43,837	(1,051,668)	6,038,067
Lease liabilities	39,469,683	13,391	8,053	1,323,700	(2,549,062)	38,265,765

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

Notes to the Financial Statements

For the financial year ended 31 December 2025

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

1. General information

Straco Corporation Limited (the “Company”) is listed on the Singapore Exchange and incorporated and domiciled in Singapore. The address of its registered office is 10 Anson Road #30-15, International Plaza, Singapore 079903.

The principal activities of the Group and the Company are the development and management of tourism-related businesses.

2. Material accounting policy information

2.1 Basis of preparation

These financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) (“SFRS(I)”) under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with SFRS(I) requires management to exercise its judgement in the process of applying the Group’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

Interpretations and amendments to published standards effective in 2025

On 1 January 2025, the Group has adopted the new or amended SFRS(I) and Interpretations of SFRS(I) (“INT SFRS(I)”) that are mandatory for application for the financial year. Changes to the Group’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and INT SFRS(I).

The adoption of these new or amended SFRS(I) and INT SFRS(I) did not result in substantial changes to the Group’s accounting policies and had no material effect on the amounts reported for the current or prior financial years.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.1 Basis of preparation (continued)

New or amended Standards and Interpretations effective for 2025 calendar year-ends

Effective for annual periods beginning on or after 1 January 2025:

1 January 2025	Amendments to:
	- SFRS (1) 1-21: Lack of Exchangeability

The amendments listed above did not have any impact on the amounts recognised in prior periods and are not expected to significantly affect the current and future periods.

2.2 Revenue

Sales comprise the fair value of the consideration received or receivable for the sale of goods and rendering of services in the ordinary course of the Group's activities. Sales are presented, net of value-added tax, rebates and discounts, and after eliminating sales within the Group.

The Group recognises revenue when the amount of revenue and related cost can be reliably measured, it is probable that the collectability of the related receivables is reasonably assured and when the specific criteria for each of the Group's activities are met as follows:

(a) *Sale of tickets*

Revenue from the sale of admission tickets is recognised when the tickets are utilised. Tickets sold are non-refundable.

(b) *Sale of goods*

Revenue from the sale of goods such as retail, food and beverages and others, is recognised when the Group has delivered the products to the customers, the customer has accepted the products and collectability of the related receivables is reasonably assured.

(c) *Dividend income*

Dividend income is recognised when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Group, and the amount of the dividend can be reliably measured.

(d) *Rental income*

Rental income from operating leases (net of any incentives given to the lessees) is recognised on a straight-line basis over the lease term.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.2 Revenue (continued)

(e) *Deferred revenue*

Sales of pre-sold tickets and annual passes are contract liabilities that are recognised and presented under “Trade and other payables” (Note 20). Pre-sold tickets are recognised as revenue when utilised and annual passes are recognised as revenue on a straight-line basis over the validity of the annual passes. Unutilised amounts are recognised as revenue upon expiry.

2.3 Government grants

Grants from the government are recognised at their fair value when there is reasonable assurance that the grant will be received, and the Group will comply with all the attached conditions. Government grants are shown separately as other income.

Income related grants are recognised in profit or loss over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis.

Assets-related grants are accounted for as deferred income on the statement of financial position and recognised in profit or loss on a systematic and rational basis over the useful lives of the assets.

2.4 Group accounting

(a) *Subsidiaries*

(i) *Consolidation*

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on that control ceases.

In preparing the consolidated financial statements, intercompany transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.4 Group accounting (continued)

(a) Subsidiaries (continued)

(i) Consolidation (continued)

Non-controlling interests comprise the portion of a subsidiary's net results of operations and its net assets, which is attributable to the interests that are not owned directly or indirectly by the equity holders of the Company. They are shown separately in the consolidated statement of comprehensive income, statement of changes in equity, and statement of financial position. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in a subsidiary, even if this results in the non-controlling interests having a deficit balance.

(ii) Acquisitions

The acquisition method of accounting is used to account for business combinations entered into by the Group.

The consideration transferred for the acquisition of a subsidiary or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interest in the subsidiary measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

The excess of (a) the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the (b) fair value of the identifiable net assets acquired is recorded as goodwill. Please refer to the paragraph "Intangible assets – Goodwill on acquisitions" (Note 2.6(a)) for the subsequent accounting policy on goodwill.

(iii) Disposals

When a change in the Group's ownership interest in a subsidiary result in a loss of control over the subsidiary, the assets and liabilities of the subsidiary including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained earnings if required by a specific Standard.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.4 Group accounting (continued)

(a) Subsidiaries (continued)

(iii) Disposals (continued)

Any retained equity interest in the entity is remeasured at fair value. The difference between the carrying amount of the retained interest at the date when control is lost and its fair value is recognised in profit or loss.

Please refer to the paragraph “Investments in subsidiaries” (Note 2.9) for the accounting policy on investments in subsidiaries in the separate financial statements of the Company.

(b) Transactions with non-controlling interests

Changes in the Group’s ownership interest in a subsidiary that do not result in a loss of control over the subsidiary are accounted for as transactions with equity owners of the Company. Any difference between the change in the carrying amounts of the non-controlling interest and the fair value of the consideration paid or received is recognised within equity attributable to the equity holders of the Company.

2.5 Property, plant and equipment

(a) Measurement

All items of property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

Components of costs

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Cost also includes borrowing costs. The projected cost of dismantlement, removal or restoration is also recognised as part of the cost of property, plant and equipment if the obligation for the dismantlement, removal or restoration is incurred as a consequence of either acquiring the asset or using the asset for purposes other than to produce inventories.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.5 Property, plant and equipment (continued)

(b) Depreciation

Depreciation on items of property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	<u>Useful lives</u>
Leasehold land	Shorter of lease term or 50 years
Leasehold buildings	20 to 50 years
Leasehold improvements	10 years
Cable car equipment	10 to 20 years
Giant observation wheel	5 to 35 years and 7 months
Office equipment, furniture and fittings	3 to 5 years
Motor vehicles	5 to 8 years
Machinery	3 to 20 years
Fishes and marine livestock	5 years

Depreciation is recognised from the date that the property, plant and equipment are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

The residual values estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are recognised in profit or loss when the changes arise.

No depreciation is provided on construction in progress.

(c) Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

(d) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss within "Loss on disposal of property, plant and equipment".

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.6 Intangible assets

(a) Goodwill on acquisitions

Goodwill on acquisitions of subsidiaries and businesses represents the excess of (i) the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over (ii) the fair value of the identifiable net assets acquired.

Goodwill on subsidiaries is recognised separately as intangible assets and carried at cost less accumulated impairment losses.

Gains and losses on the disposal of subsidiaries include the carrying amount of goodwill relating to the entity sold.

(b) Logo and trademark

Logo and trademark that arise from the acquisition of the Singapore Flyer are initially recognised at fair value and are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over their estimated useful lives, from the date on which they are available for use. The estimated useful lives are as follows:

	<u>Useful lives</u>
Logo and trademark	5 to 10 years

2.7 Finance income and finance costs

Finance income comprises interest income on bank balances. Interest income is recognised as it accrues, using the effective interest method. Finance income is included in other income.

Finance costs comprise interest expenses on lease liabilities, loans and borrowings and reinstatement costs.

2.8 Investment property

Investment property comprises property that is held for long-term rental yields and/or for capital appreciation.

Investment property is initially recognised at fair value from the acquisition through business combination and subsequently measured at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated using a straight-line method to allocate the depreciable amount over the estimated useful life of 35 years 7 months, representing the remaining lease term from the date of acquisition.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.8 Investment property (continued)

Investment property is subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are recognised in profit or loss. The cost of maintenance, repairs and minor improvements is recognised in profit or loss when incurred.

The residual values, useful lives and depreciation method of investment property are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are included in profit or loss when the changes arise.

On disposal of an investment property, the difference between the disposal proceeds and the carrying amount is recognised in profit or loss.

2.9 Investments in subsidiaries

Investments in subsidiaries are carried at cost less accumulated impairment losses in the Company's statement of financial position. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2.10 Impairment of non-financial assets

(a) Goodwill

Goodwill recognised separately as an intangible asset is tested for impairment annually and whenever there is indication that the goodwill may be impaired.

For the purpose of impairment testing of goodwill, goodwill is allocated to each of the Group's cash-generating-units ("CGU") expected to benefit from synergies arising from the business combination.

An impairment loss is recognised when the carrying amount of a CGU, including the goodwill, exceeds the recoverable amount of the CGU. The recoverable amount of a CGU is the higher of the CGU's fair value less cost to sell and value-in-use.

The total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU pro-rata on the basis of the carrying amount of each asset in the CGU.

An impairment loss on goodwill is recognised as an expense and is not reversed in a subsequent period.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.10 Impairment of non-financial assets (continued)

- (b) *Intangible assets*
 - Property, plant and equipment*
 - Right-of-use assets*
 - Investment property*
 - Investments in subsidiaries*

Intangible assets, property, plant and equipment, right-of-use assets, investment property and investments in subsidiaries are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the CGU to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss, unless the asset is carried at revalued amount, in which case, such impairment loss is treated as a revaluation decrease.

An impairment loss for an asset other than goodwill is reversed only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

A write-back of impairment loss for an asset other than goodwill is recognised in profit or loss, unless the asset is carried at revalued amount, in which case, such write-back is treated as a revaluation increase. However, to the extent that an impairment loss on the same revalued asset was previously recognised as an expense, a write-back of that impairment is also recognised in profit or loss.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.11 Financial assets

(a) *Classification and measurement*

The Group classifies its financial assets as amortised cost.

The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

At initial recognition

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

At subsequent measurement

(i) *Debt instruments*

Debt instruments mainly comprise of cash and cash equivalents and trade and other receivables.

The subsequent measurement category is depending on the Group's business model for managing the asset and the cash flow characteristics of the asset.

Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.11 Financial assets (continued)

(b) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt financial assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 28(b) details how the Group determines whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by the SFRS(I) 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

(c) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Group commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in profit or loss. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to profit or loss.

2.12 Offsetting of financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

2.13 Financial guarantees

The Company has issued corporate guarantees to banks for bank borrowings of its subsidiaries. These guarantees are financial guarantees as they require the Company to reimburse the banks if the subsidiaries fail to make principal or interest payments when due in accordance with the terms of their borrowings. Intra-Group transactions are eliminated on consolidation.

Financial guarantee contracts are initially measured at fair value plus transaction costs and subsequently measured at the higher of:

- (a) premium received on initial recognition less the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15; and
- (b) the amount of expected loss computed using the impairment methodology under SFRS(I) 9.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.14 Borrowings

Borrowings are presented as current liabilities unless the Group has an unconditional right to defer settlement for at least 12 months after the reporting date, in which case they are presented as non-current liabilities.

Covenants that the Group is required to comply with on or before the end of the reporting period are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

Borrowings are initially recognised at fair value (net of transaction costs) and subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

2.15 Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value and subsequently carried at amortised cost using the effective interest method.

2.16 Leases

(a) *When the Group is the lessee*

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

- Right-of-use assets

The Group recognised a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.16 Leases (continued)

(a) *When the Group is the lessee (continued)*

- Right-of-use assets (continued)

These right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Right-of-use assets (except for those which meets the definition of an investment property) are presented within “Property, plant and equipment”.

Right-of-use asset which meets the definition of an investment property is presented within “Investment property” and accounted for in accordance with Note 2.8.

- Lease liabilities

The initial measurement of lease liability is measured at the present value of the lease payments discounted using the implicit rate in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payment (including in-substance fixed payments), less any lease incentives receivables;
- Variable lease payment that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amount expected to be payable under residual value guarantees;
- The exercise price of a purchase option if is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.16 Leases (continued)

(a) *When the Group is the lessee (continued)*

- Lease liabilities (continued)

For contract that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone price of the lease and non-lease component. The Group has elected to not separate lease and non-lease component for property leases and account these as one single lease component.

Lease liability is measured at amortised cost using the effective interest method. Lease liability shall be remeasured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Group's assessment of whether it will exercise an extension option; or
- There are modifications in the scope or the consideration of the lease that was not part of the original term.

Lease liability is remeasured with a corresponding adjustment to the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

- Short term and low value leases

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases, except for sublease arrangements. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

- Variable lease payments

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Group shall recognise those lease payments in profit or loss in the periods that triggered those lease payments. Details of the variable lease payments are disclosed in Note 17.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.16 Leases (continued)

(b) When the Group is the lessor

The Group leases its investment property under operating leases to non-related parties.

- *Lessor – Operating leases*

Leases where the Group retains substantially all risks and rewards incidental to ownership are classified as operating leases. Rental income from operating leases (net of any incentives given to the lessees) is recognised in profit or loss on a straight-line basis over the lease term.

Rental due but unpaid is presented under “Trade and other receivables”. The Group has provided rent concessions to its tenants by waiving contractual past due rent which is accounted for as a forgiveness of rental receivables. Refer to Note 2.11(c) for the accounting policy for derecognition of financial assets.

Initial direct costs incurred by the Group in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in profit or loss over the lease term on the same basis as the lease income.

Contingent rents are recognised as income in profit or loss when earned.

- *Lessor – Subleases*

In classifying a sublease, the Group as an intermediate lessor classifies the sublease as a finance or an operating lease with reference to the right-of-use asset arising from the head lease, rather than the underlying asset.

When the sublease is assessed as a finance lease, the Group derecognises the right-of-use asset relating to the head lease that it transfers to the sublessee and recognised the net investment in the sublease under “Trade and other receivables”. Any differences between the right-of-use asset derecognised and the net investment in sublease is recognised in profit or loss. Lease liability relating to the head lease is retained in the balance sheet, which represents the lease payments owed to the head lessor.

When the sublease is assessed as an operating lease, the Group recognise lease income from sublease in profit or loss within “Other income”. The right-of-use asset relating to the head lease is not derecognised.

For contract which contains lease and non-lease components, the Group allocates the consideration based on a relative stand-alone selling price basis.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.17 Inventories

Inventories are carried at the lower of cost and net realisable value. Cost is determined using the first-in-first-out method, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and applicable variable selling expenses.

2.18 Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiaries, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and unutilised capital allowances, tax losses and donations can be utilised.

Deferred income tax is measured:

- (i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the reporting date; and
- (ii) based on the tax consequence that will follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amounts of its assets and liabilities except for investment property. Investment property measured at fair value is presumed to be recovered entirely through sale.

Current and deferred income taxes are recognised as income or expense in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.18 Income taxes (continued)

The Group accounts for investment tax credits (for example, productivity and innovative credit) similar to accounting for other tax credits where deferred tax asset is recognised for unused tax credits to the extent that it is probable that future taxable profit will be available against which the unused tax credit can be utilised.

2.19 Provisions

Provisions for reinstatement costs are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

The Group recognises the estimated liability with a corresponding recognition in property, plant and equipment and investment property at the reporting date. The provision is measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in the statement of comprehensive income as finance expense.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in profit or loss when the changes arise.

2.20 Employee compensation

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(a) *Defined contribution plans*

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund and the People's Republic of China ("PRC") provincial and municipal governments, on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

(b) *Share-based compensation*

The Group operates an equity-settled, share-based compensation plan. The value of the employee services received in exchange for the grant of options is recognised as an employee expense with a corresponding increase in the share option reserve over the vesting period. The total amount to be recognised over the vesting period is determined by reference to the fair value of the options granted on the date of the grant. Non-market vesting conditions are included in the estimation of the number of shares under options that are expected to become exercisable on the vesting date.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.20 Employee compensation (continued)

(b) Share-based compensation (continued)

At each reporting date, the Group revises its estimates of the number of shares under options that are expected to become exercisable on the vesting date and recognises the impact of the revision of the estimates in profit or loss, with a corresponding adjustment to the share option reserve over the remaining vesting period.

When the options are exercised, the proceeds received (net of transaction costs) and the related balance previously recognised in the share option reserve are credited to share capital account, when new ordinary shares are issued, or to the “treasury shares” account, when treasury shares are re-issued to the employees.

(c) 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 reporting date.

(d) Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

2.21 Currency translation

(a) Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates (“functional currency”). The financial statements are presented in Singapore Dollars, which is the functional currency of the Company.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.21 Currency translation (continued)

(b) Transactions and balances

Transactions in a currency other than the functional currency (“foreign currency”) are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the reporting date are recognised in profit or loss. However, in the consolidated financial statements, currency translation differences arising from borrowings in foreign currencies and other currency instruments designated and qualifying as net investment hedges and net investment in foreign operations, are recognised in other comprehensive income and accumulated in the currency translation reserve.

When a foreign operation is disposed of or any loan forming part of the net investment of the foreign operation is repaid, a proportionate share of the accumulated currency translation differences is reclassified to profit or loss, as part of the gain or loss on disposal.

Foreign exchange gains and losses impacting profit or loss are presented in the statement of comprehensive income within “exchange (loss)/ gain - net”.

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

(c) Translation of Group entities’ financial statements

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) assets and liabilities are translated at the closing exchange rates at the reporting date;
- (ii) income and expenses are translated at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions); and
- (iii) all resulting currency translation differences are recognised in other comprehensive income and accumulated in the currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal with loss of control of the foreign operation.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and translated at the closing rates at the reporting date.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.22 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Group's Executive Chairman ("EC") to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

Segment results that are reported to the EC include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets (primarily the Company's headquarters), head office expenses, and income tax assets and liabilities.

Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment, and intangible assets other than goodwill.

2.23 Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash on hand, balances and deposits with financial institutions which are subject to an insignificant risk of change in value. For cash subjected to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents. Pledged deposits are excluded from cash and cash equivalents.

2.24 Share capital and treasury shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

When any entity within the Group purchases the Company's ordinary shares ("treasury shares"), the carrying amount which includes the consideration paid and any directly attributable transaction cost is presented as a component within equity attributable to the Company's equity holders, until they are cancelled, sold or reissued.

When treasury shares are subsequently cancelled, the cost of treasury shares are deducted against the share capital account if the shares are purchased out of capital of the Company, or against the retained profits of the Company if the shares are purchased out of earnings of the Company.

When treasury shares are subsequently sold or reissued pursuant to an employee share option scheme, the cost of treasury shares is reversed from the treasury share account and the realised gain or loss on sale or reissue, net of any directly attributable incremental transaction costs and related income tax, is recognised in the capital reserve.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.25 Dividends to Company's shareholders

Dividends to the Company's shareholders are recognised when the dividends are approved for payment.

3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Impairment of investment property, property, plant and equipment, and right-of-use assets

The Group assesses at each balance sheet date whether there are any indicators of impairment for investment property, property, plant and equipment, and right-of-use assets.

The Group considers individual component of each attraction as a separate cash-generating unit ("CGU") and has carried out assessments on each of the components' carrying amounts to identify whether there are indicators for impairment. The recoverable amount is determined based on the higher of the CGU's value-in-use and fair value less costs of disposal. External valuation on components with impairment indicators are obtained from independent professional valuers when the internal assessments indicate impairment indicators.

The carrying amounts of investment property (inclusive of impairment loss recognised), property, plant and equipment (inclusive of impairment loss recognised), and right-of-use assets are disclosed in Notes 15, 16 and 17 respectively.

For the financial year ended 31 December 2025, the Group did not recognise any impairment loss on property, plant and equipment. The Group has recognised an impairment write-back on investment property of \$600,000. The recoverable amount was assessed based on fair value less cost to sell provided by the external valuer.

The valuation process which identifies whether the carrying values of investment property, property, plant and equipment, and right-of-use assets are impaired involves significant judgement in determining an appropriate valuation methodology to be used, and in estimating the underlying assumptions to be applied. The external valuations are highly sensitive to key assumptions applied in deriving the capitalisation rate and discount rate, as disclosed in Notes 15 and 16.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Critical accounting estimates, assumptions and judgements (continued)

Useful lives of investment property and property, plant and equipment

Estimation of useful life of investment property

As at 31 December 2025, included in the carrying amount of investment property of S\$15.2 million (Note 15) is right-of-use assets of \$2.3 million (Note 17a). The net carrying amount of investment property excluding right-of-use assets is \$12.9 million (Note 15).

The cost of investment property is depreciated on a straight-line basis over its useful life. Management estimates the useful life of the investment property to be 35 years 7 months. The Group reviews annually the estimated useful life of investment property based on the factors that include asset utilisation, internal technical evaluation, technological changes, environmental and anticipated use of the assets. It is possible that future results of operations could be materially affected by changes in these estimates brought about by changes in factors mentioned. A reduction in the estimated useful life of investment property would increase depreciation expense and decrease investment property.

The carrying amounts of investment property are disclosed in Note 15.

Estimation of useful lives of property, plant and equipment

As at 31 December 2025, included in the carrying amount of property, plant, and equipment of \$147.2 million (Note 16) is right-of-use assets of \$30.8 million (Note 17). The net carrying amount of property, plant and equipment excluding right-of-use assets is \$116.4 million (Note 16).

The costs of property, plant and equipment are depreciated on a straight-line basis over their useful lives. Management estimates the useful lives of these property, plant and equipment in Note 2.5. The Group reviews annually the estimated useful lives of property, plant and equipment based on the factors that include asset utilisation, technological changes, environmental and anticipated use of the assets, and internal technical evaluation. It is possible that future results of operations could be materially affected by changes in these estimates brought about by changes in factors mentioned. A reduction in the estimated useful lives of property, plant and equipment would increase depreciation expense and decrease property, plant and equipment.

The carrying amounts of property, plant and equipment are disclosed in Note 16.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. Critical accounting estimates, assumptions and judgements (continued)

Lease liabilities

Estimation of discount rate for lease liabilities

The discount rate used in the calculation of the lease liabilities are based on estimates of incremental borrowing cost. These estimates of incremental borrowing costs are mainly dependent on the territory of the relevant lease, and hence the currency used, and the lease term.

For the financial year ended 31 December 2025, there were no material additions of new leases.

Critical judgement over the lease terms

As at 31 December 2025, included in the Group's lease liabilities of \$36,920,685 (Note 17) is the amount of \$21,814,456 arising from extension of lease options. Extension options are included in the lease term if the lease is reasonably certain to be extended. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise the extension option.

For leases of office space and land, the following factors are considered to be most relevant:

- If any leasehold improvements are expected to have a significant remaining value, the Group typically includes the extension option in lease liabilities;
- If the land is located in strategic locations that will contribute to the continued profitability of the related operating segments, the Group typically includes the extension option in lease liabilities;
- Otherwise, the Group considers other factors including its historical lease periods for similar assets, costs required to obtain replacement assets, and business disruptions.

The assessment of reasonable certainty to exercise extension options is only revised if a significant change in circumstances occurs which affects this assessment, and that is within the control of the lessee. During the current financial year, there was no revision to lease terms to reflect the effect of exercising extension options.

Notes to the Financial Statements

For the financial year ended 31 December 2025

4. Revenue

	2025	Group 2024
	\$	\$
Revenue from contracts with customers (a)	72,328,744	79,797,359
Rental from leases under investment property (Note 15)	2,051,628	1,706,777
	74,380,372	81,504,136

(a) Disaggregation of revenue from contracts with customers

	2025	Group 2024
	\$	\$
Ticketing	65,742,904	72,582,820
Retail	3,668,899	3,962,576
Food and beverages	1,744,666	2,155,639
Others	1,172,275	1,096,324
	72,328,744	79,797,359

All the revenue from contracts with customers are recognised at a point in time.

(b) Deferred revenue

	Group	
	31 December	1 January
	2025	2024
	\$	\$
Deferred revenue (Note 20)	1,222,567	1,313,360
	1,222,567	2,021,025

Notes to the Financial Statements

For the financial year ended 31 December 2025

4. Revenue (continued)

(b) Deferred revenue (continued)

Revenue recognised in relation to deferred revenue:

	Group	
	2025	2024
	\$	\$
<i>Revenue recognised in current period that was included in the deferred revenue balance at the beginning of the period</i>	1,308,735	2,014,267

The deferred revenue relates to consideration received from customers for the unsatisfied performance obligation in pre-sale tickets and corporate memberships. Revenue will be recognised upon the redemption of the tickets by the customers. The decrease in deferred revenue is due to the decrease in pre-sale tickets as at year end.

(c) Trade receivables from contracts with customers

	<u>Group</u>			<u>Company</u>		
	31 December		1 January	31 December		1 January
	2025	2024	2024	2025	2024	2024
	\$	\$	\$	\$	\$	\$
<i>Current assets</i>						
Trade receivables from contracts with customers (Note 12)	284,453	286,963	517,861	-	-	-

Notes to the Financial Statements

For the financial year ended 31 December 2025

5. Other income

	2025	Group 2024
	\$	\$
Interest income	3,634,859	4,504,001
Government grants	334,230	329,033
Rental income from sales counters	647,972	738,978
Miscellaneous income (a)	265,421	3,298,068
	4,882,482	8,870,080

(a) In 2024, miscellaneous income had included an amount of \$3.0 million relating to a fee received under a settlement agreement with a contractor who carried out works on the Singapore Flyer.

6. Depreciation and amortisation

	2025	Group 2024
	\$	\$
Amortisation of intangible assets (Note 19)	19,016	16,225
Depreciation of property, plant and equipment (Note 16)	8,986,094	8,261,096
Depreciation of investment property (Note 15)	785,298	785,298
Total depreciation and amortisation	9,790,408	9,062,619

Notes to the Financial Statements

For the financial year ended 31 December 2025

7. Finance cost

	2025	Group 2024
	\$	\$
Interest expense		
- Bank borrowings	18,968	43,837
- Lease liabilities (Note 17(c))	1,272,073	1,323,700
Finance cost on reinstatement (Note 23)	145,315	141,827
	1,436,356	1,509,364

8. Employee compensation

	2025	Group 2024
	\$	\$
Wages and salaries	18,086,465	18,953,515
Employer's contribution to defined contribution plans	3,232,015	3,131,848
Other staff benefits	904,107	901,650
Share option expense (Note 24(b))	293,536	402,747
	22,516,123	23,389,760

Notes to the Financial Statements

For the financial year ended 31 December 2025

9. Income taxes

(a) Income tax expense

Tax expense attributable to profit is made out of:

- Taxation for current financial year:

Current income tax

- Singapore

- Foreign

- Withholding tax

Deferred income tax (Note 22)

(Over)/under provision in prior financial years:

- Current income tax

- Deferred income tax (Note 22)

Total tax expense

	2025	Group 2024
	\$	\$
	532,372	799,134
	6,977,441	7,469,151
	884,277	21,634
	8,394,090	8,289,919
	355,261	2,116,982
	8,749,351	10,406,901
	(127,833)	(209,507)
	63,366	(3,282,485)
	(64,467)	(3,491,992)
	8,684,884	6,914,909

Notes to the Financial Statements

For the financial year ended 31 December 2025

9. Income taxes (continued)

(a) Income tax expense (continued)

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the Singapore standard rate of income tax as follows:

	2025	Group 2024
	\$	\$
Profit before tax	27,901,734	36,218,314
Tax calculated at tax rate of 17% (2024: 17%)	4,743,295	6,157,113
Effects of:		
- different tax rates in other countries	2,076,800	2,369,891
- tax incentives	(36,493)	(54,711)
- expenses not deductible for tax purposes	512,413	901,544
- income not subject to tax	(27,528)	(685)
- deferred tax assets not recognised	441,160	42,507
- utilisation of previously unrecognised tax losses	-	(42,948)
- utilisation of previously unrecognised capital allowances	-	(68,508)
- over provision of tax in prior financial years	(64,467)	(3,491,992)
- withholding tax	989,951	1,060,275
- others	49,753	42,423
Tax charge	8,684,884	6,914,909

Notes to the Financial Statements

For the financial year ended 31 December 2025

9. Income taxes (continued)

(b) Movement in current income tax liabilities

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Beginning of financial year	1,461,935	940,162	220,686	228,065
Currency translation differences	(5,061)	1,351	-	-
Income tax paid - net	(7,356,960)	(7,538,356)	(182,686)	(38,597)
Withholding tax paid	(884,277)	(21,634)	(729,758)	(21,634)
Tax expense	8,394,090	8,289,919	729,758	242,320
Over provision in prior financial years	(127,833)	(209,507)	(38,000)	(189,468)
End of financial year	1,481,894	1,461,935	-	220,686

10. Earnings per share

(a) Basic earnings per share

Basic earnings per share is calculated by dividing the net profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year.

	2025	2024
Net profit attributable to equity holders of the Company (\$)	17,957,539	27,220,470
Weighted average number of ordinary shares outstanding for basic profit per share	855,375,553	855,465,680
Basic earnings per share (cents per share)	2.10	3.18

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. Earnings per share (continued)

(b) Diluted earnings per share

For the purpose of calculating diluted earnings per share, profit attributable to equity holders of the Company and the weighted average number of ordinary shares outstanding are adjusted for the effects of all dilutive potential ordinary shares, which comprises share options granted to employees.

For share options, the weighted average number of shares on issue has been adjusted as if all dilutive share options were exercised. The number of shares that could have been issued upon the exercise of all dilutive share options less the number of shares that could have been issued at fair value (determined as the Company's average share price for the financial year) for the same total proceeds is added to the denominator as the number of shares issued for no consideration. No adjustment is made to the net profit.

Diluted earnings per share attributable to equity holders of the Company is calculated as follows:

	2025	2024
Net profit used to determine diluted earnings per share (\$)	17,957,539	27,220,470
Weighted average number of ordinary shares outstanding for basic earnings per share	855,375,553	855,465,680
Diluted earnings per share (cents per share)	2.10	3.18

Notes to the Financial Statements

For the financial year ended 31 December 2025

11. Cash and cash equivalents

	Group		Company	
	2025 \$	2024 \$	2025 \$	2024 \$
Cash at bank and on hand	39,595,873	21,395,973	28,695,940	11,702,192
Short-term bank deposits	147,540,423	166,769,101	38,588,667	44,317,642
	187,136,296	188,165,074	67,284,607	56,019,834

For the purpose of presenting the consolidated statement of cash flows, cash and cash equivalents comprise the following:

	Group	
	2025 \$	2024 \$
Cash and bank balances (as above)	187,136,296	188,165,074
Less: Bank deposits pledged	(1,120,000)	(1,120,000)
Cash and cash equivalents per consolidated statement of cash flows	186,016,296	187,045,074

Bank deposits are pledged as security for the banker's guarantee on the lease of land on which the investment property (Note 15) and property, plant and equipment (Note 16) are situated, and a security collateral for the use of online payment service with a bank.

The weighted average effective interest rates, per annum, relating to fixed deposits of the Group and the Company are 2.16% (2024: 2.74%) and 1.37% (2024: 1.92%) per annum, respectively. Interest rates reprice at intervals of between 1 week to 36 months.

Notes to the Financial Statements

For the financial year ended 31 December 2025

12. Trade and other receivables

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Trade receivables				
- Amounts due from non-related parties	284,453	286,963	-	-
	284,453	286,963	-	-
Non-trade receivables				
- Amounts due from subsidiaries	-	-	416,043	416,179
- Interest receivables	2,057,199	2,689,595	72,478	85,479
- Other receivables	135,708	143,801	-	-
- Deposits	241,755	252,605	1,000	1,000
	2,434,662	3,086,001	489,521	502,658
Prepayments	869,846	1,251,130	32,176	37,040
Government grant receivable	-	589,888	-	-
	3,588,961	5,213,982	521,697	539,698

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

13. Inventories

	Group	
	2025	2024
	\$	\$
Consumables	2,544,709	2,510,528

The cost of inventories recognised as an expense and included in "Changes in inventories and purchases of goods" amounted to \$1,408,013 (2024: \$1,526,375).

Notes to the Financial Statements

For the financial year ended 31 December 2025

14. Investments in subsidiaries

Equity investments at cost

Beginning and end of financial year

<u>Company</u>	
2025	2024
\$	\$
76,070,954	76,070,954

The Group had the following subsidiaries as at 31 December 2025 and 2024:

Group and Company

Name	Principal activities	Country of business/ incorporation	Proportion of ordinary shares directly held by parent		Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			2025	2024	2025	2024	2025	2024
			%	%	%	%	%	%
Infotainment Development & Management Pte Ltd	Provision of management and consulting services and overall project management to the Group and third parties	Singapore	100	100	100	100	-	-
Straco Creation Pte Ltd	Dormant	Singapore	-	-	100	100	-	-
New Bay Holdings Pte Ltd	Investment holding	Singapore	100	100	100	100	-	-
Underwater World Xiamen Co Ltd ²	Operation of aquatic-related facilities and performance	People's Republic of China ("PRC")	-	-	100	100	-	-
Lintong Lixing Cable Car Co Ltd ¹	Operation of cable car facilities	PRC	95	95	95	95	5	5
Shanghai Ocean Aquarium Co Ltd ¹	Development and operation of aquatic-related facilities	PRC	95	95	95	95	5	5

Notes to the Financial Statements

For the financial year ended 31 December 2025

14. Investments in subsidiaries (continued)

Group and Company (continued)

Name	Principal activities	Country of business/ incorporation	Proportion of ordinary shares directly held by parent		Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			2025 %	2024 %	2025 %	2024 %	2025 %	2024 %
Xi'an Lintong Zhongxin Tourism Development Co Ltd ¹	Development and operation of tourism-related facilities	PRC	95	95	95	95	5	5
Bay Attractions Pte Ltd	Investment holding	Singapore	100	100	100	100	-	-
Straco Leisure Pte Ltd	Operation of a circular giant observation structure and provision of retail space	Singapore	-	-	90	90	10	10

¹ Audited by PricewaterhouseCoopers Zhong Tian LLP, PRC

² Audited by Xiamen Liangbang Certified Public Accountants Co. Ltd and audited by PricewaterhouseCoopers Zhong Tian LLP, PRC for consolidation purposes.

PricewaterhouseCoopers LLP, Singapore is the auditor of all other subsidiaries of the Group.

Significant restrictions

Cash and short-term deposits of \$102,172,706 (2024: \$101,352,717) are held in the PRC and are subject to local exchange control regulations. These local exchange control regulations provide for restrictions on exporting capital from the country, other than through normal dividends.

	2025 \$	2024 \$
Carrying value of non-controlling interests		
Shanghai Ocean Aquarium Co Ltd	4,605,860	4,449,154
Straco Leisure Pte Ltd	7,110,229	6,879,152
Other subsidiaries with immaterial non-controlling interest	307,859	273,871
Total	12,023,948	11,602,177

Notes to the Financial Statements

For the financial year ended 31 December 2025

14. Investments in subsidiaries (continued)

Summarised financial information of subsidiaries with material non-controlling interests

Set out below are the summarised financial information for each subsidiary that has non-controlling interests that are material to the Group. These are presented before inter-company eliminations.

Summarised statement of financial position

	Shanghai Ocean Aquarium Co Ltd		Straco Leisure Pte Ltd	
	2025	2024	2025	2024
	\$	\$	\$	\$
Current				
Assets	83,241,104	79,466,027	18,288,057	32,269,275
Liabilities	(7,322,894)	(7,035,152)	(6,006,904)	(6,953,485)
Total current net assets	75,918,210	72,430,875	12,281,153	25,315,790
Non-current				
Assets	16,239,583	16,626,174	134,242,512	134,942,969
Liabilities	(40,589)	(73,974)	(75,431,193)	(91,477,064)
Total non-current net assets	16,198,994	16,552,200	58,811,319	43,465,905
Net assets	92,117,204	88,983,075	71,092,472	68,781,695

Notes to the Financial Statements

For the financial year ended 31 December 2025

14. Investments in subsidiaries (continued)

Summarised statement of comprehensive income

	Shanghai Ocean Aquarium Co Ltd For year ended 31 December		Straco Leisure Pte Ltd For year ended 31 December	
	2025 \$	2024 \$	2025 \$	2024 \$
Revenue	40,013,054	39,734,986	27,601,961	30,904,643
Profit before income tax	26,260,607	25,868,981	3,135,081	8,561,439
Income tax (expense)/credit	(6,606,924)	(6,464,549)	(824,305)	1,621,620
Post-tax profit from continuing operations	19,653,683	19,404,432	2,310,776	10,183,059
Currency (loss)/ gain arising from consolidation	(1,324,562)	173,094	-	-
Total comprehensive income	18,329,121	19,577,526	2,310,776	10,183,059
Total comprehensive income allocated to non-controlling interests	916,456	978,876	231,078	1,018,306
Dividends paid to non-controlling interests	(759,750)	-	-	-

Notes to the Financial Statements

For the financial year ended 31 December 2025

14. Investments in subsidiaries (continued)

Summarised statement of cash flows

	Shanghai Ocean Aquarium Co Ltd For year ended 31 December		Straco Leisure Pte Ltd For year ended 31 December	
	2025	2024	2025	2024
	\$	\$	\$	\$
<u>Cash flows from operating activities</u>				
Cash generated from operations	26,129,947	25,664,396	11,129,062	16,284,787
Income tax paid	(6,446,703)	(6,296,977)	(468,411)	-
Net cash provided by operating activities	19,683,244	19,367,419	10,660,651	16,284,787
Net cash provided by/ (used in) investing activities	1,582,151	443,599	(5,154,477)	(1,506,270)
Net cash used in financing activities	(16,009,866)	-	(18,490,771)	(2,885,404)
Net increase/(decrease) in cash and cash equivalents	5,255,529	19,811,018	(12,984,597)	11,893,113
Cash and cash equivalents at beginning of year	76,566,639	56,608,193	27,493,396	15,600,283
Exchange (loss)/ gain on cash and cash equivalents	(891,216)	147,428	-	-
Cash and cash equivalents at end of year	80,930,952	76,566,639	14,508,799	27,493,396

Notes to the Financial Statements

For the financial year ended 31 December 2025

15. Investment property

	2025	Group 2024
	\$	\$
Cost		
Beginning and end of financial year	27,547,779	27,547,779
Accumulated depreciation and impairment losses		
Beginning of financial year	12,122,668	11,037,370
Depreciation charge (Note 6)	785,298	785,298
Impairment (write-back)/ loss	(600,000)	300,000
End of financial year	12,307,966	12,122,668
Net book value	15,239,813	15,425,111

(a) As at 31 December 2025, the carrying value of investment property, excluding ROU assets, amounted to \$12,917,789 (2024: \$13,008,310).

Investment property comprises a commercial property that is leased to third parties under operating leases (Note 4). Currently, each of the leases is fixed for a period of 6 months to 3 years, and subsequent renewals are negotiated at prevailing market rates and terms.

The following amounts are recognised in profit and loss:

	2025	Group 2024
	\$	\$
Rental from leases under investment property (Note 4)	2,051,628	1,706,777
Direct operating expenses arising from:		
- Investment property that generates rental income	1,142,533	1,132,804

Notes to the Financial Statements

For the financial year ended 31 December 2025

15. Investment property (continued)

At the reporting date, the details of the Group's investment property are as follows:

Location: 30 Raffles Avenue, Singapore Flyer, Singapore 039803

Description: Existing use: 3-storey terminal building

Tenure: 30 years less 1 day lease commencing on 5 July 2005 with an option to extend for a further 15 years less 1 day lease subject to renewal of head lease

As at 31 December 2025, the Group has determined that the recoverable amount based on fair value less cost to sell is higher than the carrying value of the investment property and an impairment write-back of \$600,000 (2024: an impairment loss of \$300,000) was recognised.

The fair value of investment property at 31 December 2025 is approximately \$17,900,000 (2024: \$17,600,000). Management relies on the external valuation to support the recoverable amount of the investment property. The external, independent valuation company, Colliers International Consultancy & Valuation (Singapore) Pte Ltd has the appropriate recognised professional qualifications and recent experience in the location and category of property being valued. The fair value of the Group's investment property is classified within Level 3 of the fair value hierarchy and has been derived using the discounted cash flow approach and capitalisation approach. The most significant input in each valuation approach is the discount rate and capitalisation rate of 8.0% and 5.5% (2024: 8.0% and 5.5%) respectively.

If the discount rate and income capitalisation rate per the valuation report were to increase/decrease by 1%, there would be a decrease/increase of \$300,000 to the amount of impairment write-back on investment property.

Notes to the Financial Statements

For the financial year ended 31 December 2025

16. Property, plant and equipment

	Leasehold land and buildings \$	Leasehold improvements \$	Cable car equipment \$	Giant observation wheel \$	Office equipment, furniture and fittings \$	Motor vehicles \$	Machinery \$	Fishes and marine livestock \$	Construction in progress \$	Total \$
Group										
2025										
<i>Cost</i>										
Beginning of financial year	104,126,904	11,810,636	6,425,331	91,514,000	12,044,288	560,826	55,472,224	8,323,986	6,694,126	296,972,321
Currency translation differences	(475,086)	(106,165)	(78,973)	-	(99,925)	(6,927)	(469,288)	(88,422)	(56,698)	(1,381,484)
Additions	482,839	883,470	36,763	209,302	805,983	-	222,028	118,174	4,739,781	7,498,340
Disposals/ write-off	(166,408)	-	-	-	(756,635)	-	(857,152)	-	-	(1,780,195)
Reclassification	851,874	1,561,406	-	479,138	847,839	-	816,016	48	(4,556,321)	-
End of financial year	104,820,123	14,149,347	6,383,121	92,202,440	12,841,550	553,899	55,183,828	8,353,786	6,820,888	301,308,982
<i>Accumulated depreciation and impairment</i>										
Beginning of financial year	39,586,872	8,007,301	5,694,391	25,347,509	9,590,131	516,329	50,449,859	7,927,670	652,231	147,772,293
Currency translation differences	(283,112)	(81,117)	(68,742)	-	(76,988)	(6,375)	(416,564)	(83,631)	(8,055)	(1,024,584)
Depreciation charge (Note 6)	3,271,498	682,633	152,150	3,261,469	992,241	223	517,546	108,334	-	8,986,094
Disposals/ write-off	(73,177)	-	-	-	(698,980)	-	(848,513)	-	-	(1,620,670)
End of financial year	42,502,081	8,608,817	5,777,799	28,608,978	9,806,404	510,177	49,702,328	7,952,373	644,176	154,113,133
Net book value										
End of financial year	62,318,042	5,540,530	605,322	63,593,462	3,035,146	43,722	5,481,500	401,413	6,176,712	147,195,849

Notes to the Financial Statements

For the financial year ended 31 December 2025

16. Property, plant and equipment (continued)

	Leasehold land and buildings \$	Leasehold improvements \$	Cable car equipment \$	Giant observation wheel \$	Office equipment, furniture and fittings \$	Motor vehicles \$	Machinery \$	Fishes and marine livestock \$	Construction in progress \$	Total \$
<i>Group</i>										
2024										
<i>Cost</i>										
Beginning of financial year	103,938,661	11,069,781	6,412,961	89,528,622	11,871,097	558,529	55,094,450	8,104,388	7,234,059	293,812,548
Currency translation differences	79,342	18,159	13,261	-	17,138	1,157	78,431	14,870	9,446	231,804
Additions	53,220	389,972	-	1,142,483	513,474	1,140	387,797	204,728	995,724	3,688,538
Disposals/ write-off	(1,530)	(88,684)	(891)	-	(576,059)	-	(93,405)	-	-	(760,569)
Reclassification	57,211	421,408	-	842,895	218,638	-	4,951	-	(1,545,103)	-
End of financial year	104,126,904	11,810,636	6,425,331	91,514,000	12,044,288	560,826	55,472,224	8,323,986	6,694,126	296,972,321
<i>Accumulated depreciation and impairment</i>										
Beginning of financial year	36,259,778	7,549,128	5,487,588	22,464,157	9,177,388	515,131	50,110,177	7,824,273	650,885	140,038,505
Currency translation differences	48,728	13,992	11,645	-	13,022	1,065	69,586	14,115	1,346	173,499
Depreciation charge (Note 6)	3,279,896	532,786	196,049	2,883,352	920,590	133	359,008	89,282	-	8,261,096
Disposals/ write-off	(1,530)	(88,605)	(891)	-	(520,869)	-	(88,912)	-	-	(700,807)
End of financial year	39,586,872	8,007,301	5,694,391	25,347,509	9,590,131	516,329	50,449,859	7,927,670	652,231	147,772,293
Net book value										
End of financial year	64,540,032	3,803,335	730,940	66,166,491	2,454,157	44,497	5,022,365	396,316	6,041,895	149,200,028

- (a) Right-of-use of assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 17(a).
- (b) As at 31 December 2025, the carrying value of property, plant and equipment, excluding ROU assets, amounted to \$116,396,548 (2024: \$116,748,916).

Notes to the Financial Statements

For the financial year ended 31 December 2025

16. Property, plant and equipment (continued)

	Leasehold buildings \$	Leasehold improvements \$	Office equipment, furniture and fittings \$	Total \$
<i>Company</i>				
2025				
<i>Cost</i>				
Beginning and end of financial year	2,727,449	221,355	330,557	3,279,361
<i>Accumulated depreciation</i>				
Beginning of financial year	1,050,068	219,059	328,149	1,597,276
Depreciation charge	54,549	866	556	55,971
End of financial year	1,104,617	219,925	328,705	1,653,247
Net book value				
End of financial year	1,622,832	1,430	1,852	1,626,114
2024				
<i>Cost</i>				
Beginning of financial year	2,727,449	221,355	331,557	3,280,361
Addition	-	-	2,780	2,780
Disposals/write-off	-	-	(3,780)	(3,780)
End of financial year	2,727,449	221,355	330,557	3,279,361
<i>Accumulated depreciation</i>				
Beginning of financial year	995,519	218,193	331,412	1,545,124
Depreciation charge	54,549	866	517	55,932
Disposals/write-off	-	-	(3,780)	(3,780)
End of financial year	1,050,068	219,059	328,149	1,597,276
Net book value				
End of financial year	1,677,381	2,296	2,408	1,682,085

Notes to the Financial Statements

For the financial year ended 31 December 2025

17. Leases – The Group as a lessee

Nature of the Group's leasing activities

Leasehold land

Underwater World Xiamen Co Ltd entered into an agreement for a land use right with its co-operative partner in the PRC for a period of 40 years from 11 October 1994 to 10 October 2034. The annual rental shall increase by 10% every 4 years until the end of the lease period. The leasehold land for Underwater World Xiamen is recognised within property, plant and equipment (Note 16).

Straco Leisure Pte Ltd has a lease agreement for a plot of land for a period of 20 years 7 months from 28 November 2014 to 4 July 2035 with an option to renew for a further 15 years less 1 day. The annual rental is fixed for the duration of the current lease. The leasehold land for Straco Leisure Pte Ltd is recognised within investment property (Note 15) and property, plant and equipment (Note 16).

There are no externally imposed covenants on these lease arrangements.

Equipment and Machinery

The Group leases equipment and machinery for its operations. The equipment and machinery are recognised within property, plant and equipment (Note 16).

(a) Carrying amounts

ROU assets classified within property, plant and equipment

	2025	Group 2024
	\$	\$
Leasehold land	30,783,145	32,422,669
Office equipment	16,157	28,443
	30,799,302	32,451,112

ROU assets classified within investment property

The right-of-use asset relating to the leasehold land presented under investment properties (Note 15) is stated at cost less accumulated depreciation and accumulated impairment losses and has a carrying amount at balance sheet date of \$2,322,024 (2024: \$2,416,801).

Notes to the Financial Statements

For the financial year ended 31 December 2025

17. Leases – The Group as a lessee (continued)

(b) Depreciation charge during the year

	2025	Group 2024
	\$	\$
<u>ROU assets classified within property, plant and equipment</u>		
Leasehold land	1,572,554	1,583,251
Office equipment	12,286	12,301
	1,584,840	1,595,552
<u>ROU assets classified within investment property</u>		
Investment property	94,777	94,777
	1,679,617	1,690,329

(c) Interest expense

	2025	Group 2024
	\$	\$
Interest expense on lease liabilities (Note 7)	1,272,073	1,323,700

(d) Lease expense not capitalised in lease liabilities

	2025	Group 2024
	\$	\$
Lease expense – low-value leases	18,456	17,449
Variable lease payments which do not depends on an index or rate	2,633,478	2,616,097
	2,651,934	2,633,546

Notes to the Financial Statements

For the financial year ended 31 December 2025

17. Leases – The Group as a lessee (continued)

(e) Lease liabilities

Current
Non-current

	2025	Group 2024
	\$	\$
	1,385,319	1,271,370
	35,535,366	36,994,395
	36,920,685	38,265,765

- (f) Total cash outflow for all the leases in 2025 was \$5,185,995 (2024: \$5,182,608).
- (g) Additions of ROU assets during the year were \$Nil (2024: \$8,053).
- (h) Disposals of ROU assets during the year were \$Nil (2024: \$8,236).
- (i) Future cash outflow which are not capitalised in lease liabilities:

Variable lease payments

Shanghai Ocean Aquarium Co Ltd entered into an agreement for a land use right. Rental is fixed at a percentage of its total revenue and is payable annually. Such variable lease payments are recognised to profit or loss when incurred and amounted to \$2,600,849 (2024: \$2,582,774) for the financial year ended 31 December 2025.

Notes to the Financial Statements

For the financial year ended 31 December 2025

18. Leases – The Group as a lessor

Nature of the Group's leasing activities – Group as a lessor

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

Rental income from investment property is disclosed in Note 4 and Note 15.

Undiscounted lease payments from the operating leases to be received after the reporting date are as follows:

	2025	2024
	\$	\$
Less than one year	1,268,811	1,250,890
One to two years	967,861	1,700,261
Two to three years	-	284,325
Total undiscounted lease payment	2,236,672	3,235,476

Notes to the Financial Statements

For the financial year ended 31 December 2025

19. Intangible assets and goodwill

	<u>Goodwill on consolidation</u> \$	<u>Logo and trademark</u> \$	<u>Total</u> \$
<u>Group</u>			
2025			
<i>Cost</i>			
Beginning of financial year	1,419,013	3,372,585	4,791,598
Currency translation differences	-	(1,218)	(1,218)
Additions	-	14,095	14,095
End of financial year	<u>1,419,013</u>	<u>3,385,462</u>	<u>4,804,475</u>
<i>Accumulated amortisation</i>			
Beginning of financial year	1,419,013	3,319,063	4,738,076
Currency translation differences	-	(506)	(506)
Amortisation charge (Note 6)	-	19,016	19,016
End of financial year	<u>1,419,013</u>	<u>3,337,573</u>	<u>4,756,586</u>
Net book value			
End of financial year	<u>-</u>	<u>47,889</u>	<u>47,889</u>
2024			
<i>Cost</i>			
Beginning of financial year	1,419,013	3,372,357	4,791,370
Currency translation differences	-	228	228
End of financial year	<u>1,419,013</u>	<u>3,372,585</u>	<u>4,791,598</u>
<i>Accumulated amortisation</i>			
Beginning of financial year	-	3,302,730	3,302,730
Currency translation differences	-	108	108
Amortisation charge (Note 6)	-	16,225	16,225
Impairment loss	1,419,013	-	1,419,013
End of financial year	<u>1,419,013</u>	<u>3,319,063</u>	<u>4,738,076</u>
Net book value			
End of financial year	<u>-</u>	<u>53,522</u>	<u>53,522</u>

Notes to the Financial Statements

For the financial year ended 31 December 2025

20. Trade and other payables

	<u>Group</u>		<u>Company</u>	
	2025 \$	2024 \$	2025 \$	2024 \$
Current				
<u>Trade payables</u>				
- Amounts due to non-related parties	2,306,799	2,348,192	-	-
	2,306,799	2,348,192	-	-
<u>Non-trade payables</u>				
- Amounts due to subsidiaries	-	-	473,290	476,974
- Accrued expenses	2,746,194	2,040,844	579,487	538,986
- Salary payable	2,058,565	3,090,989	80,000	445,500
- Refundable deposit	96,712	74,891	-	-
- Rental payable	452,003	394,933	-	-
- Utilities payable	221,425	231,500	-	-
- Other payables	292,755	297,779	8,575	19,818
	5,867,654	6,130,936	1,141,352	1,481,278
Deferred revenue	1,222,567	1,313,360	-	-
Other tax payables	525,504	632,055	-	-
	9,922,524	10,424,543	1,141,352	1,481,278
Non-current				
Rental deposits (a)	246,820	304,616	-	-
	246,820	304,616	-	-

(a) Rental deposits represent tenancy deposits received under operating lease arrangements. Where the lease expiry date is more than 12 months after balance sheet date, these rental deposits are classified as non-current. The fair values of the non-current rental deposits approximate its carrying amounts.

The amounts due to subsidiaries are unsecured, interest-free and repayable on demand.

Notes to the Financial Statements

For the financial year ended 31 December 2025

21. Borrowings

	Group	
	2025	2024
	\$	\$
<i>Current</i>		
Bank borrowings	-	1,028,311
	-	1,028,311
<i>Non-current</i>		
Bank borrowings	-	609,756
Loan from shareholder of a subsidiary	2,900,000	4,400,000
	2,900,000	5,009,756
Total borrowings	2,900,000	6,038,067

The loan from shareholder of a subsidiary is unsecured and interest-free. The shareholder has undertaken that it will not request repayment on the loan for at least 12 months from the financial year 31 December 2025.

(a) Security granted

Bank borrowings of the Group are secured by the corporate guarantee from the Company.

(b) Fair value of non-current borrowings

	Carrying amounts		Fair values	
	2025	2024	2025	2024
	\$	\$	\$	\$
<i>Non-current</i>				
Loan from a shareholder of a subsidiary	2,900,000	4,400,000	2,826,388	4,245,645
Bank borrowings	-	609,756	-	440,712

Notes to the Financial Statements

For the financial year ended 31 December 2025

21. Borrowings (continued)

(b) Fair value of non-current borrowings (continued)

The fair values above are determined from the cash flow analysis, discounted at the following market borrowing rates of equivalent instruments at the reporting date at which management expects to be available to the Group:

	2025	2024
Loan from a shareholder of a subsidiary	2.57%	3.56%
Bank borrowings	-	3.56%

The fair values are within Level 2 of the fair value hierarchy.

22. Deferred income taxes

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same fiscal authority. The amounts, determined after appropriate offsetting, are shown on the statement of financial position as follows:

	2025	2024
	\$	\$
Deferred tax assets	(364,083)	(345,480)
Deferred tax liabilities	13,555,351	13,118,121
Net deferred tax liabilities	13,191,268	12,772,641

Notes to the Financial Statements

For the financial year ended 31 December 2025

22. Deferred income taxes (continued)

Movement in deferred income tax account is as follows:

	2025 \$	Group 2024 \$
Beginning of financial year	12,772,641	13,938,144
Tax charged/(credited) to - profit or loss (Note 9(a))	418,627	(1,165,503)
End of financial year	<u>13,191,268</u>	<u>12,772,641</u>

The movement in deferred income tax liabilities (prior to offsetting of balances within the same tax jurisdiction) is as follows:

Group

Deferred income tax liabilities

	Accelerated tax depreciation \$	Withholding tax on undistributed profits \$	Lease assets \$	Others \$	Total \$
2025					
Beginning of financial year	10,877,086	3,612,019	6,326,713	29,657	20,845,475
Charged/ (credited) to: - profit or loss	522,043	(12,508)	(341,602)	4,681	172,614
End of financial year	<u>11,399,129</u>	<u>3,599,511</u>	<u>5,985,111</u>	<u>34,338</u>	<u>21,018,089</u>
2024					
Beginning of financial year	13,257,366	2,574,813	6,651,595	-	22,483,774
(Credited)/charged to: - profit or loss	(2,380,280)	1,037,206	(324,882)	29,657	(1,638,299)
End of financial year	<u>10,877,086</u>	<u>3,612,019</u>	<u>6,326,713</u>	<u>29,657</u>	<u>20,845,475</u>

Notes to the Financial Statements

For the financial year ended 31 December 2025

22. Deferred income taxes (continued)

Deferred income tax assets

	<u>Provisions</u>	<u>Tax losses and capital allowances</u>	<u>Lease liabilities</u>	<u>Others</u>	<u>Total</u>
	\$	\$	\$	\$	\$
2025					
Beginning of financial year	(1,057,956)	-	(7,014,878)	-	(8,072,834)
(Credited)/ charged to:					
- profit or loss	(21,387)	-	267,400	-	246,013
End of financial year	(1,079,343)	-	(6,747,478)	-	(7,826,821)
2024					
Beginning of financial year	(1,025,405)	(252,145)	(7,251,080)	(17,000)	(8,545,630)
(Credited)/ charged to:					
- profit or loss	(32,551)	252,145	236,202	17,000	472,796
End of financial year	(1,057,956)	-	(7,014,878)	-	(8,072,834)

Deferred income tax assets are recognised for unutilised capital allowances and tax losses carried forward to the extent that realisation of the related tax benefits through future taxable profits is probable. The tax losses and capital allowances recognised have no expiry date.

The Group has unutilised tax losses of \$4,306,969 (2024: \$2,531,860) at the reporting date which can be carried forward and used to offset against future taxable income subject to meeting certain statutory requirements by those companies with unutilised tax losses. The expiry periods of these unutilised tax are as follow:

	<u>Group</u>	
	2025	2024
	\$	\$
3 years	634,588	-
4 years	170,028	634,588
5 years	1,764,640	170,028
No expiry	1,737,713	1,727,244
	4,306,969	2,531,860

Notes to the Financial Statements

For the financial year ended 31 December 2025

23. Provision for reinstatement cost

	Group	
	2025	2024
	\$	\$
Beginning of financial year	5,907,139	5,765,312
Finance cost (Note 7)	145,315	141,827
End of financial year	<u>6,052,454</u>	<u>5,907,139</u>

The Group has contractual obligation to remove certain assets and reinstate the demised property to its original state and condition as at the date of the handing over of possession of the demised property to the lessor. The costs are included as part of the carrying values of the property, plant and equipment and investment property.

24. Share capital and treasury shares

	← No. of ordinary shares →		← Amount →	
	Issued share capital	Treasury shares	Share capital \$	Treasury shares \$
<u>Group and company</u>				
2025				
Beginning of financial year	868,929,580	(13,463,900)	76,985,514	(7,308,213)
Treasury shares purchased	-	(251,100)	-	(99,244)
End of financial year	<u>868,929,580</u>	<u>(13,715,000)</u>	<u>76,985,514</u>	<u>(7,407,457)</u>
2024				
Beginning and end of financial year	<u>868,929,580</u>	<u>(13,463,900)</u>	<u>76,985,514</u>	<u>(7,308,213)</u>

All issued ordinary shares are fully paid. There is no par value for these ordinary shares.

Fully paid ordinary shares carry one vote per share and carry a right to dividends as and when declared by the Company.

Notes to the Financial Statements

For the financial year ended 31 December 2025

24. Share capital and treasury shares (continued)

(a) Treasury shares

The Company acquired 251,100 (2024: Nil) shares in the open market during the financial year. Total amount paid to acquire the shares was \$99,244 (2024: \$Nil) and this was presented as a component within shareholders' equity.

There were no treasury shares re-issued in 2025 and 2024.

(b) Straco Share Option Scheme

The Straco Share Option Scheme (the "2004 Scheme") of the Company was approved and adopted by its members at an Extraordinary General Meeting held on 12 January 2004. Details of the 2004 Scheme were described in the Prospectus dated 10 February 2004 on the Company's initial public offer of shares. On 28 April 2010, the Company amended the 2004 Scheme to allow controlling shareholders and their associates, who are in the employment of the Group, to be eligible to participate in the 2004 Scheme.

Information regarding the 2004 Scheme was as follows:

- The exercise price of the options could be set at a discount to the market price not exceeding 20% of the market price in respect of options granted at the time of grant;
- The options could be exercised 1 year after the grant for market price options and 2 years for discounted options; and
- The options granted would expire after 5 years for non-executive directors, and 10 years for executive directors and employees of the Company and its subsidiaries.

Participation in the 2004 Scheme ceased on 11 January 2014.

Notes to the Financial Statements

For the financial year ended 31 December 2025

24. Share capital and treasury shares (continued)

(b) Straco Share Option Scheme (continued)

On 29 April 2014, the shareholders of the Company approved the adoption of a new share option scheme known as the “Straco Share Option Scheme 2014” (the “2014 Scheme” and together with the 2004 Scheme, the “Schemes”), the rules of which are set out in the Company’s circular to shareholders dated 11 April 2014. The 2014 Scheme is administered by the Company’s Remuneration Committee, comprising of three directors, namely, Teo Ser Luck, Tan Kang Uei Anthony and Chua Soh Har.

Information regarding the 2014 Scheme is as follows:

- The exercise price of the options can be the market price or at a discount to the market price not exceeding 20% of the market price in respect of options granted at the time of grant;
- The options are exercisable 1 year and 2 years after the grant for market price options and for discounted options respectively; and
- The options granted will expire after 5 years for non-executive directors, and 10 years for executive directors and employees of the Company and its subsidiaries.

Participation in the 2014 Scheme ceased on 28 April 2024.

On 29 April 2024, the shareholders of the Company approved the adoption of a new share option scheme known as the “Straco Share Option Scheme 2024” (the “2024 Scheme” and together with the 2014 Scheme, the “Schemes”), the rules of which are set out in the Company’s circular to shareholders dated 8 April 2024. The 2024 Scheme is administered by the Company’s Remuneration Committee, comprising of three directors, namely, Teo Ser Luck, Tan Kang Uei Anthony and Chua Soh Har.

Information regarding the 2024 Scheme is as follows:

- The exercise price of the options can be the market price or at a discount to the market price not exceeding 20% of the market price in respect of options granted at the time of grant;
- The options are exercisable 1 year and 2 years after the grant for market price options and for discounted options respectively; and
- The options granted will expire after 5 years for non-executive directors, and 10 years for executive directors and employees of the Company and its subsidiaries.

Notes to the Financial Statements

For the financial year ended 31 December 2025

24. Share capital and treasury shares (continued)

(b) Straco Share Option Scheme (continued)

Movements in the number of unissued ordinary shares under option and their exercise prices are as follows:

Date of grant of options	← No. of ordinary shares under option →					Exercise price \$	Exercise period
	Beginning of financial year	Granted during financial year	Expired/ Forfeited during financial year	Exercised during financial year	End of financial year		
<u>Group and Company</u>							
2025							
2014 Scheme							
12/05/2015	2,128,000	-	(2,128,000)	-	-	1.06	13/05/2016 to 12/05/2025
12/05/2016	2,140,000	-	(280,000)	-	1,860,000	0.79	13/05/2017 to 12/05/2026
11/05/2017	2,100,000	-	(260,000)	-	1,840,000	0.84	12/05/2018 to 11/05/2027
21/05/2018	2,100,000	-	(260,000)	-	1,840,000	0.78	22/05/2019 to 21/05/2028
23/05/2019	2,080,000	-	(230,000)	-	1,850,000	0.78	24/05/2020 to 23/05/2029
03/07/2020	1,500,000	-	(1,500,000)	-	-	0.51	04/07/2021 to 03/07/2025
03/07/2020	1,722,000	-	(180,000)	-	1,542,000	0.51	04/07/2021 to 03/07/2030
2024 Scheme							
09/05/2024	1,700,000	-	(400,000)	-	1,300,000	0.50	10/05/2025 to 09/05/2029
09/05/2024	1,820,000	-	(180,000)	-	1,640,000	0.50	10/05/2025 to 09/05/2034
08/05/2025	-	200,000	-	-	200,000	0.42	09/05/2026 to 08/05/2030
08/05/2025	-	1,650,000	-	-	1,650,000	0.42	09/05/2026 to 08/05/2035
	17,290,000	1,850,000	(5,418,000)	-	13,722,000		

Notes to the Financial Statements

For the financial year ended 31 December 2025

24. Share capital and treasury shares (continued)

(b) Straco Share Option Scheme (continued)

Date of grant of options	← No. of ordinary shares under option →					End of financial year	Exercise price \$	Exercise period
	Beginning of financial year	Granted during financial year	Expired/ Forfeited during financial year	Exercised during financial year				
<u>Group and Company</u>								
2024								
2014 Scheme								
12/05/2014	1,580,000	-	(1,580,000)	-	-	0.63	13/05/2015 to 12/05/2024	
12/05/2015	2,208,000	-	(80,000)	-	2,128,000	1.06	13/05/2016 to 12/05/2025	
12/05/2016	2,220,000	-	(80,000)	-	2,140,000	0.79	13/05/2017 to 12/05/2026	
11/05/2017	2,200,000	-	(100,000)	-	2,100,000	0.84	12/05/2018 to 11/05/2027	
21/05/2018	2,200,000	-	(100,000)	-	2,100,000	0.78	22/05/2019 to 21/05/2028	
23/05/2019	2,260,000	-	(2,260,000)	-	-	0.78	24/05/2020 to 23/05/2024	
23/05/2019	2,180,000	-	(100,000)	-	2,080,000	0.78	24/05/2020 to 23/05/2029	
03/07/2020	1,900,000	-	(400,000)	-	1,500,000	0.51	04/07/2021 to 03/07/2025	
03/07/2020	1,802,000	-	(80,000)	-	1,722,000	0.51	04/07/2021 to 03/07/2030	
2024 Scheme								
09/05/2024	-	1,700,000	-	-	1,700,000	0.50	10/05/2025 to 09/05/2029	
09/05/2024	-	1,900,000	(80,000)	-	1,820,000	0.50	10/05/2025 to 09/05/2034	
	18,550,000	3,600,000	(4,860,000)	-	17,290,000			

Notes to the Financial Statements

For the financial year ended 31 December 2025

24. Share capital and treasury shares (continued)

(b) Straco Share Option Scheme (continued)

The number and weighted average exercise prices of share options are as follows:

	Weighted average exercisable price 2025 \$	Number of options 2025	Weighted average exercisable price 2024 \$	Number of options 2024
Outstanding at 1 January	0.7157	17,290,000	0.7550	18,550,000
Expired/Forfeited during the year	0.7797	(5,418,000)	-	(4,860,000)
Granted during the year	0.4200	1,850,000	0.5000	3,600,000
Outstanding at 31 December	0.6505	13,722,000	0.7157	17,290,000
Exercisable at 31 December	0.6865	11,872,000	0.7708	13,770,000

The options outstanding at 31 December 2025 have an exercise price in the range of \$0.42 to \$0.84 (2024: \$0.50 to \$1.06) and a weighted average remaining contractual life of 3.45 years (2024: 3.45 years).

The fair value of services received in return for share options granted are measured by reference to the fair value of share options granted. The estimate of the fair value of the services received is measured based on the binomial method. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions and behavioural considerations.

Notes to the Financial Statements

For the financial year ended 31 December 2025

24. Share capital and treasury shares (continued)

(b) Straco Share Option Scheme (continued)

Fair value of share options and assumptions

Date of grant of options	8 May 2025	8 May 2025	9 May 2024	9 May 2024	3 July 2020	3 July 2020	23 May 2019	23 May 2019	21 May 2018	21 May 2018	11 May 2017	11 May 2017	12 May 2016	12 May 2015
Fair value at measurement date	\$0.0535	\$0.0773	\$0.1391	\$0.1935	\$0.0933	\$0.1226	\$0.1189	\$0.1675	\$0.1186	\$0.1732	\$0.1287	\$0.1876	\$0.2728	\$0.3471
Share price	\$0.405	\$0.405	\$0.505	\$0.505	\$0.505	\$0.505	\$0.76	\$0.76	\$0.77	\$0.77	\$0.84	\$0.84	\$0.785	\$1.005
Exercise price	\$0.42	\$0.42	\$0.50	\$0.50	\$0.51	\$0.51	\$0.78	\$0.78	\$0.78	\$0.78	\$0.84	\$0.84	\$0.79	\$1.06
Expected volatility	21.14%	21.14%	32.14%	32.14%	31.61%	31.61%	22.78%	22.78%	21.21%	21.21%	21.30%	21.30%	60.61%	62.26%
Expected option life	5 years	10 years	5 years	10 years	5 years	10 years	5 years	10 years	5 years	10 years	5 years	10 years	5-10 years	5-10 years
Expected dividends	4.94%	4.94%	3.96%	3.96%	4.95%	4.95%	4.61%	4.61%	3.25%	3.25%	2.98%	2.98%	3.18%	1.99%
Risk-free interest rate	2.06%	2.40%	3.24%	3.27%	0.52%	0.89%	2.01%	2.19%	2.27%	2.67%	1.66%	2.20%	1.98%	2.39%

The expected volatility is based on the historic volatility (calculated based on the weighted average expected life of the share options), adjusted for any expected changes to future volatility due to publicly available information.

There are no market conditions associated with the share options granted. Service conditions and non-market performance conditions are not taken into account in the measurement of the fair value of the services to be received at the grant date.

During the year ended 31 December 2025, the Group recognised share option expenses of \$293,536 (2024: \$402,747) in employee compensation (Note 8).

Notes to the Financial Statements

For the financial year ended 31 December 2025

25. Other reserves

	Group		Company	
	2025 \$	2024 \$	2025 \$	2024 \$
Composition:				
Share option reserve	10,707,974	10,414,438	10,707,974	10,414,438
Capital reserve	(1,344,157)	(1,344,157)	(1,344,157)	(1,344,157)
General reserve	16,803,665	16,794,805	-	-
Currency translation reserve	(12,105,936)	(10,410,846)	-	-
Treasury shares	(7,407,457)	(7,308,213)	(7,407,457)	(7,308,213)
	6,654,089	8,146,027	1,956,360	1,762,068

The movements in reserves for the Group are set out in the statement of changes in equity.

Share option reserve

The share option reserve comprises the cumulative value of employee services received for the issue of share options.

Currency translation reserve

The currency translation reserve comprises:

- exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from the functional currency of the Company; and
- exchange difference on translation of monetary items which in substance form part of the Company's net investment in foreign operations.

Capital reserve

Capital reserve arises from gains or losses on the reissuance of own shares.

Notes to the Financial Statements

For the financial year ended 31 December 2025

25. Other reserves (continued)

General reserve

The subsidiaries that are established in the PRC follow the accounting principles and relevant financial regulations of the PRC applicable to Sino-foreign joint venture enterprises ("Joint Ventures") in the preparation of the accounting records and statutory financial statements.

These subsidiaries are required by the articles of the Joint Ventures to appropriate to the general reserve part of their annual profits. The amount to be allocated to this reserve is at the discretion of the Board of Directors of the Joint Ventures. Appropriation to the general reserve must be made before distribution of dividends to investors.

Other reserves are non-distributable.

26. Dividends

Ordinary dividends paid

Dividend paid in respect of the previous financial year of 2.0 cent (2024: 2.0 cent) per share

	Group
2025	2024
\$	\$
17,109,314	17,109,314

At the forthcoming Annual General Meeting, a final dividend of 1.5 cent per share will be recommended. These financial statements do not reflect these dividends, which will be accounted for in shareholders' equity as an appropriation of retained profits in the financial year ending 31 December 2026.

27. Commitments

Capital commitments

Capital expenditures contracted for at the balance sheet date but not recognised in the financial statements are as follows:

	Group
2025	2024
\$	\$
1,298,561	1,134,066

Property, plant and equipment

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management

Financial risk factors

The Group's activities expose it to market risk (including currency risk and interest rate risk), credit risk and liquidity risk.

(a) Market risk

(i) Currency risk

The Group is exposed to sales and purchases, inter-company balances that are denominated in a currency other than the respective functional currencies of Group entities. The currencies giving rise to foreign currency risk are primarily the Chinese Renminbi ("RMB") and United States Dollar ("USD").

The Group's currency profile and exposure based on the information provided to key management is as follows:

	SGD \$	USD \$	RMB \$
<u>At 31 December 2025</u>			
Financial assets			
Cash and cash equivalents	51,033,397	18,478	136,084,421
Trade and other receivables	641,717	-	2,077,398
Intra-group receivables	32,149,856	128,472	8,740,012
	<u>83,824,970</u>	<u>146,950</u>	<u>146,901,831</u>
Financial liabilities			
Trade and other payables	(4,834,682)	-	(3,586,591)
Intra-group payables	(32,149,856)	(128,472)	(8,740,012)
Borrowings	(2,900,000)	-	-
Lease liabilities	(31,026,159)	-	(5,894,526)
	<u>(70,910,697)</u>	<u>(128,472)</u>	<u>(18,221,129)</u>
Currency profile of net financial assets	<u>12,914,273</u>	<u>18,478</u>	<u>128,680,702</u>
Currency exposure of net financial (liabilities)/ assets excluding those denominated in the respective entities' functional currencies	<u>(5,994,006)</u>	<u>(109,920)</u>	<u>32,053,455</u>

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management (continued)

(a) Market risk (continued)

(i) Currency risk (continued)

	<u>SGD</u> \$	<u>USD</u> \$	<u>RMB</u> \$
<u>At 31 December 2024</u>			
Financial assets			
Cash and cash equivalents	45,081,283	19,532	143,064,259
Trade and other receivables	758,004	-	2,614,960
Intra-group receivables	45,282,250	135,842	8,459,120
	<u>91,121,537</u>	<u>155,374</u>	<u>154,138,339</u>
Financial liabilities			
Trade and other payables	(5,242,392)	-	(3,541,352)
Intra-group payables	(45,282,250)	(135,842)	(8,459,120)
Borrowings	(6,038,067)	-	-
Lease liabilities	(31,881,430)	-	(6,384,335)
	<u>(88,444,139)</u>	<u>(135,842)</u>	<u>(18,384,807)</u>
Currency profile of net financial assets	<u>2,677,398</u>	<u>19,532</u>	<u>135,753,532</u>
Currency exposure of net financial (liabilities)/ assets excluding those denominated in the respective entities' functional currencies	<u>(5,632,189)</u>	<u>(116,232)</u>	<u>39,845,936</u>

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management (continued)

(a) Market risk (continued)

(i) *Currency risk* (continued)

The Company's currency profile and exposure based on the information provided to key management is as follows:

	SGD \$	RMB \$
<u>At 31 December 2025</u>		
Financial assets		
Cash and cash equivalents	33,364,315	33,920,292
Trade and other receivables	412,544	76,977
Loans and advances to subsidiaries	26,100,000	-
	<u>59,876,859</u>	<u>33,997,269</u>
Financial liabilities		
Trade and other payables	<u>(697,173)</u>	<u>(444,179)</u>
Currency profile of net financial assets	<u>59,179,686</u>	<u>33,553,090</u>
Currency exposure of net financial assets excluding those denominated in the Company's functional currency	<u>-</u>	<u>33,553,090</u>

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management (continued)

(a) Market risk (continued)

(i) *Currency risk* (continued)

At 31 December 2024

Financial assets

Cash and cash equivalents

Trade and other receivables

Loans and advances to subsidiaries

Financial liabilities

Trade and other payables

Currency profile of net financial assets

Currency exposure of net financial assets excluding those denominated in the Company's functional currency

	SGD \$	RMB \$
	14,298,994	41,720,840
	416,421	86,237
	39,600,000	-
	54,315,415	41,807,077
	(1,031,545)	(449,733)
	53,283,870	41,357,344
	-	41,357,344

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management (continued)

(a) Market risk (continued)

(i) Currency risk (continued)

If the USD and RMB both change against the SGD by 5% (2024: 5%) with all other variables including tax rate being held constant, the effects arising from the net financial liability/asset position will be as follows:

	(Decrease)/ increase	
	2025	2024
	<u>Profit after tax</u>	<u>Profit after tax</u>
	\$	\$
<u>Group</u>		
USD against SGD		
- Strengthened	(4,562)	(4,824)
- Weakened	4,562	4,824
	<hr/> <hr/>	<hr/> <hr/>
RMB against SGD		
- Strengthened	1,330,218	1,653,606
- Weakened	(1,330,218)	(1,653,606)
	<hr/> <hr/>	<hr/> <hr/>
<u>Company</u>		
RMB against SGD		
- Strengthened	1,392,453	1,716,330
- Weakened	(1,392,453)	(1,716,330)
	<hr/> <hr/>	<hr/> <hr/>

(ii) Interest rate risk

As at 31 December 2025 and 31 December 2024, the Group and the Company has no significant interest-bearing assets and liabilities that are exposed to significant interest rates risk.

(iii) Price risk

As at 31 December 2025 and 31 December 2024, the Group and the Company are not exposed to equity price risk as the Group and the Company do not hold any equity financial assets.

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management (continued)

(b) 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 major classes of financial assets of the Group and of the Company are bank deposits and receivables. For trade receivables, the Group adopts the policy of dealing only with customers of appropriate credit standing and history and buying credit insurance where appropriate to mitigate credit risk. For other financial assets, the Group adopts the policy of dealing only with high credit quality counterparties.

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on all customers requiring credit over a certain amount. The Group does not require collateral in respect of financial assets.

As at the reporting date, there is no significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

As the Group and the Company do not hold any collateral, the maximum exposure to credit risk for each class of financial instruments is the carrying amount of that class of financial instruments presented on the statement of financial position, except as follows:

	2025	<u>Company</u>	2024
	\$		\$
Corporate guarantee provided to bank on subsidiary's loan	-		1,638,067

These guarantees are subject to the impairment requirements of SFRS(I) 9. The Group and the Company has assessed that its subsidiary has strong financial capacity to meet the contractual cash flow obligations in the near future and hence, does not expect significant credit losses arising from these guarantees.

(i) Financial assets that are neither past due nor impaired

Bank deposits that are neither past due nor impaired are mainly deposits with banks with high credit-ratings assigned by international credit-rating agencies. Trade and other receivables that are neither past due nor impaired are substantially companies with a good collection track record with the Group.

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management (continued)

(b) Credit risk (continued)

(ii) *Financial assets that are past due and/or impaired*

There is no other class of financial assets that is past due and/or impaired except for trade receivables, loans to subsidiaries and other receivables.

The age analysis of these classes of financial assets past due but not impaired is as follows:

	<u>Group</u>		<u>Company</u>	
	2025	2024	2025	2024
	\$	\$	\$	\$
Past due 31-60 days	9,736	24,218	-	-
Past due 61-90 days	1,311	12,201	-	-
Past due 91-180 days	34,501	9,176	-	-
Past due 181-365 days	-	30,599	-	-
Past due >365 days	60,973	648,958	416,043	416,179
	106,521	725,152	416,043	416,179

Based on historical default rates, the Group and Company believe that no impairment allowance is necessary in respect of trade and other receivables, other than those already provided for. These receivables are mainly due from customers that have a good payment record with the Group and the Company.

The factors considered in providing for the specific loss components of the Group and the Company include, but are not limited to, the length of the Group's and the Company's relationship with the debtors, their payment behaviour and known market factors.

In measuring the expected credit losses, trade debtors are grouped based on shared credit risk characteristics and days past due.

In calculating the expected credit loss rates, the Group considers historical loss rates for each category of customers and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the customers to settle the receivables.

Trade debtors are written off when there is no reasonable expectation of recovery. There are no expected credit losses to be recognised as a result of management's assessment for the year ended 31 December 2025 and 2024.

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management (continued)

(c) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or rising damage to the Group's reputation.

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows. The Group ensures that it has sufficient cash on demand to meet expected operational expenses for a period of 60 days. Currently, the Group places excess funds in fixed deposits with banks and financial institutions which are regulated.

Notwithstanding the cash and short-term deposits of \$102,172,706 (2024: \$101,352,717) (Note 14) which are held in PRC and are subject to local exchange control regulations, the Group has sufficient unrestricted cash of \$83,843,590 (2024: \$85,692,357) to meet the short-term obligations.

The table below analyses non-derivative financial liabilities of the Group and the Company into relevant maturity groupings based on the remaining period from the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying amounts as the impact of discounting is not significant.

	Less than <u>1 year</u> \$	Between <u>1 and 5 years</u> \$	Over <u>5 years</u> \$
<u>Group</u>			
At 31 December 2025			
Trade and other payables	(8,174,453)	(246,820)	-
Lease liabilities	(2,611,801)	(10,491,693)	(38,477,217)
Borrowings	-	(2,900,000)	-
At 31 December 2024			
Trade and other payables	(8,479,128)	(304,616)	-
Lease liabilities	(2,550,147)	(10,464,293)	(41,207,613)
Borrowings	(1,051,668)	(5,013,817)	-

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management (continued)

(c) Liquidity risk (continued)

<u>Company</u>	<u>Less than 1 year</u> \$	<u>Between 1 and 5 years</u> \$	<u>Over 5 years</u> \$
At 31 December 2025			
Trade and other payables	(1,141,352)	-	-
At 31 December 2024			
Trade and other payables	(1,481,278)	-	-
Financial guarantee contracts	(1,638,067)	-	-

(d) Capital risk

Capital management

The policy of the Board of Directors is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Group defines capital as total shareholders' equity. The Board of Directors monitors the return on capital, which the Group defines as net operating income/(loss) divided by total shareholders' equity. The net operating income/(loss) does not include interest income, interest expense, loss/(gain) on disposal of property, plant and equipment, impairment loss/(write-back) on property, plant and equipment and investment property. The Board also monitors the level of dividends to ordinary shareholders.

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management (continued)

(d) Capital risk (continued)

The Group's return on capital at the end of the reporting year was as follows:

	2025 \$	2024 \$
Net profit before tax	27,901,734	36,218,314
Add/(Less):		
- Interest income	(3,634,859)	(4,504,001)
- Interest expense	1,436,356	1,509,364
- Loss on disposal of property, plant and equipment	97,763	57,987
- Impairment (write-back)/ loss on investment property	(600,000)	300,000
- Impairment loss on goodwill	-	1,419,013
Net operating income	<u>25,200,994</u>	<u>35,000,677</u>
Total shareholders' equity	<u>284,961,936</u>	<u>285,192,738</u>
Return on capital at 31 December	<u>8.8%</u>	<u>12.3%</u>

The target of the Board of Directors is for employees of the Group to hold up to 10% of the Company's ordinary shares. Assuming that all current outstanding share options vest and are exercised, present employees will hold approximately 1.6% (2024: 2.0%) of the Company's share capital.

The Board of Directors seeks to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position. The Group's target is to achieve a return on capital of between 8% and 12% (2024: 8% and 12%).

From time to time, the Group purchases its own shares on the market under the mandate approved by the shareholders. The shares purchased are held as treasury shares.

There were no changes in the Group's approach to capital management during the year.

The Group and the Company are in compliance with all externally imposed capital requirements for the financial years ended 31 December 2025 and 2024.

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management (continued)

(e) Fair value measurements

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Group has an established control framework with respect to the measurement of fair values. The finance team has overall responsibility for all significant fair value measurements, including Level 3 fair values, and reports directly to the Chief Financial Officer.

The finance team regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the finance team assesses and documents the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of SFRS(I), including the level in the fair value hierarchy in which such valuations should be classified.

Significant valuation issues are reported to the Group's Audit and Risk Committee.

When measuring the fair value of an asset or a liability, the Group uses market observable data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

<i>Level 1</i>	Quoted prices (unadjusted) in active markets for identical assets or liabilities
<i>Level 2</i>	Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices)
<i>Level 3</i>	Inputs for the asset or liability that are not based on observable marked data (unobservable inputs)

If the inputs used to measure the fair value of an asset or a liability might be categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement (with Level 3 being the lowest).

The carrying amount less impairment provision of trade receivables and payables are assumed to approximate their fair values. The fair value of non-current borrowings for disclosure purposes is estimated based on quoted market prices or dealer quotes for similar instruments by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments. The carrying amounts of current borrowings approximate their fair values. See Note 21 for the disclosure of the fair value of non-current borrowings.

Notes to the Financial Statements

For the financial year ended 31 December 2025

28. Financial risk management (continued)

(f) Financial instruments by category

The carrying amount of the different categories of financial instruments is as disclosed below:

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Cash and cash equivalents	187,136,296	188,165,074	67,284,607	56,019,834
Trade and other receivables *	2,719,115	3,372,964	489,521	502,658
Loans and advances to subsidiaries	-	-	26,100,000	39,600,000
Financial assets at amortised cost	189,855,411	191,538,038	93,874,128	96,122,492
Trade and other payables*	(8,421,273)	(8,783,744)	(1,141,352)	(1,481,278)
Lease liabilities	(36,920,685)	(38,265,765)	-	-
Borrowings	(2,900,000)	(6,038,067)	-	-
Financial liabilities at amortised cost	(48,241,958)	(53,087,576)	(1,141,352)	(1,481,278)

* Excluded prepayments, deferred revenue, other taxes payables, and government grant receivable.

Notes to the Financial Statements

For the financial year ended 31 December 2025

29. Related party transactions

In addition to the information disclosed elsewhere in the financial statements, the following transactions took place between the Group and related parties at terms agreed between the parties:

Key management personnel compensation is as follows:

	2025	Group 2024
	\$	\$
Short-term employee benefits	2,119,111	1,989,935
Employer's contribution to defined contribution plans, including Central Provident Fund	66,310	69,360
Bonus and variable compensation	868,209	791,478
Directors' fees	358,235	364,518
Share option expense	177,241	266,007
	3,589,106	3,481,298

Directors also participate in the share option scheme. The share options granted are on the same terms and conditions as those offered to other employees of the Company as described in Note 24(b). During the year, 200,000 (2024: 1,700,000) share options with total fair value of \$10,700 (2024: \$236,470) were granted to the directors of the Company.

Notes to the Financial Statements

For the financial year ended 31 December 2025

30. Segment information

Reportable segments of the Group consist of the Group's strategic business units that are managed separately. For each of the strategic business units, the Group's Executive Chairman ("EC") reviews internal management reports on a monthly basis.

The Group has two reportable segments, as described below, which consist of the Group's strategic business units which are managed separately.

- Aquariums - This represents the operation of aquatic-related facilities and tourist attractions, including sea mammal performances in People's Republic of China ("PRC"). Retail, food and beverage are auxiliary goods and services arising from the operation of the above facilities.
- Giant Observation Wheel ("GOW") - This represents the operation of a circular giant observation structure, and provision of commercial space in Singapore.

Other operations include the operation of cable-car facility. None of these segments meets any of the quantitative thresholds for determining reportable segments in 2025 or 2024.

Information regarding the results of each reportable segment is included below. Performance is measured based on segment profit before income tax, as included in the internal management reports that are reviewed by the Group's EC. Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

Notes to the Financial Statements

For the financial year ended 31 December 2025

30. Segment information (continued)

The segment information provided to the Group's EC for the reportable segments are as follows:

Information about reportable segments

	Aquariums		Giant Observation Wheel		Others		Total	
	2025 \$	2024 \$	2025 \$	2024 \$	2025 \$	2024 \$	2025 \$	2024 \$
Ticketing	40,866,828	43,363,547	21,548,102	24,581,674	3,327,974	4,637,599	65,742,904	72,582,820
Retail	2,071,537	2,081,743	1,597,362	1,880,833	-	-	3,668,899	3,962,576
Food and beverages	512,071	516,604	1,232,595	1,639,035	-	-	1,744,666	2,155,639
Others	-	-	1,172,275	1,096,324	-	-	1,172,275	1,096,324
Rental from leases under investment property (Note 15)	-	-	2,051,628	1,706,777	-	-	2,051,628	1,706,777
External revenue	43,450,436	45,961,894	27,601,962	30,904,643	3,327,974	4,637,599	74,380,372	81,504,136
Settlement fee received	-	-	-	3,000,000	-	-	-	3,000,000
Interest income	2,177,006	2,316,713	624,002	591,181	55,295	49,821	2,856,303	2,957,715
Interest expense	(290,669)	(316,354)	(1,145,389)	(1,192,678)	-	-	(1,436,058)	(1,509,032)
Other material non-cash items								
- Depreciation and amortisation	(2,192,779)	(2,214,216)	(7,261,211)	(6,480,812)	(261,162)	(297,261)	(9,715,152)	(8,992,289)
- Impairment write-back/(loss) on investment property	-	-	600,000	(300,000)	-	-	600,000	(300,000)
- Impairment loss on goodwill	-	(1,419,013)	-	-	-	-	-	(1,419,013)
Reportable segment profit before income tax	24,679,305	25,625,071	3,135,081	8,561,439	1,276,716	2,569,092	29,091,102	36,755,602
Reportable segment assets	125,138,601	126,889,456	152,530,569	167,212,244	11,722,780	10,816,916	289,391,950	304,918,616
Capital expenditure	1,251,135	1,172,518	5,975,011	2,160,208	238,488	339,972	7,464,634	3,672,698
Reportable segment liabilities	15,063,184	14,917,263	81,438,097	98,430,548	6,478,232	6,105,006	102,979,513	119,452,817

Notes to the Financial Statements

For the financial year ended 31 December 2025

30. Segment information (continued)

(a) Reconciliations

(i) Segment profits or losses

A reconciliation of segment profits or losses to profit or loss before tax is as follows:

	2025 \$	2024 \$
Segment profits for reportable segments	29,091,102	36,755,602
Unallocated:		
Head office and corporate expense	(4,561,953)	(5,312,086)
Interest and other income	995,723	1,777,616
Elimination on consolidation	2,376,862	2,997,182
Profit before tax	27,901,734	36,218,314

(ii) Segment assets

Segment assets are reconciled to total assets as follows:

	2025 \$	2024 \$
Segment assets for reportable segments	289,391,950	304,918,616
Unallocated:		
Property, plant and equipment	1,660,852	1,699,717
Right-of-use assets	3,355	6,040
Loan and advances to subsidiaries	26,100,000	39,600,000
Other amounts due from subsidiaries	10,524,845	10,212,061
Cash and bank balances	69,333,848	58,197,967
Others	121,091	156,536
Elimination on consolidation	(41,018,341)	(53,877,212)
	356,117,600	360,913,725

Notes to the Financial Statements

For the financial year ended 31 December 2025

30. Segment information (continued)

(a) Reconciliations (continued)

(iii) *Segment liabilities*

Segment liabilities are reconciled to total liabilities as follows:

	2025 \$	2024 \$
Segment liabilities for reportable segments	102,979,513	119,452,817
Unallocated:		
Accruals and other payables	979,544	1,693,155
Amount due to subsidiaries	4,526,492	4,579,542
Deferred income	2,538	-
Deferred tax liabilities	3,599,512	3,612,019
Current tax liabilities	82,874	254,492
Lease liabilities	3,532	6,174
Elimination on consolidation	(41,018,341)	(53,877,212)
	71,155,664	75,720,987

(b) Geographical information

The assets and operations of the Group are primarily located in the PRC and Singapore. In presenting information on the basis of geographical segments, segment revenue is based on the geographical location of the facilities. Segment assets are based on the geographical location on the assets.

	Revenue	
	2025 \$	2024 \$
Singapore	27,601,962	30,904,643
PRC	46,778,410	50,599,493
	74,380,372	81,504,136

Notes to the Financial Statements

For the financial year ended 31 December 2025

30. Segment information (continued)

(b) Geographical information (continued)

	Non-current assets	
	2025	2024
	\$	\$
Singapore	135,906,719	136,648,725
PRC	26,940,915	28,375,416
	162,847,634	165,024,141

There is no concentration of revenue from a single external customer.

31. New or revised accounting standards and interpretations

Below are the mandatory standards, amendments and interpretations to existing standards that have been published and are relevant for the Group's accounting periods beginning on or after 1 January 2026 and which the Group has not early adopted.

Amendments to SFRS(I) 9 and SFRS(I) 7 - Amendments to the Classification and Measurement of Financial Instruments (effective for annual reporting periods beginning on or after 1 January 2026)

SFRS(I) 9 and SFRS(I) 7 are amended to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:

- clarify the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the sole payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and
- update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI).

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. New or revised accounting standards and interpretations (continued)

SFRS(I) 18 - Presentation and Disclosure in Financial Statements (effective for annual reporting periods beginning on or after 1 January 2027)

SFRS(I) 18 replaces SFRS(I) 1-1 Presentation of Financial Statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though IFRS 18 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance (comprising of the statement of profit or loss and other comprehensive income) and providing management-defined performance measures within the financial statements.

The Group is currently assessing the detailed implications of applying the new standard on the group's consolidated financial statements.

SFRS(I) 19 - Subsidiaries without Public Accountability: Disclosures (effective for annual reporting periods beginning on or after 1 January 2027)

SFRS(I) 19 allows for certain eligible subsidiaries of parent entities that report under SFRS(I) Accounting Standards to apply reduced disclosure requirements. This new standard works alongside other SFRS(I). An eligible subsidiary applies the requirements in other SFRS(I) except for the disclosure requirements; and it applies instead the reduced disclosure requirements in SFRS(I) 19.

SFRS(I) 19 is a voluntary standard for eligible subsidiaries. A subsidiary is eligible if:

- it does not have public accountability; and
- it has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with SFRS(I) Accounting Standards.

The Group does not expect this standard to have an impact on its operations or financial statements.

32. Authorisation of financial statements

These financial statements were authorised for issue in accordance with a resolution of the Board of Directors of Straco Corporation Limited on 16 March 2026.

Shareholdings Statistics

As at 13 March 2026

Issued and fully paid up

Number of Issued Shares (excluding Treasury Shares) :	855,214,580
Number (Percentage) of Treasury Shares :	13,715,000 (1.60%)
Class of Shares :	Ordinary Shares
Voting Right (excluding Treasury Shares) :	One vote per share

TWENTY LARGEST SHAREHOLDERS

NO.	SHAREHOLDER'S NAME	NUMBER OF SHARES HELD	%
1	STRACO HOLDING PTE LTD	314,885,440	36.82
2	CHINA POLY GROUP CORPORATION	189,803,600	22.19
3	STRACO (HK) LIMITED	143,990,540	16.84
4	UOB KAY HIAN PTE LTD	72,738,400	8.51
5	WU XIUZHUAN	27,656,000	3.23
6	DBS NOMINEES PTE LTD	15,902,700	1.86
7	ABN AMRO CLEARING BANK N.V.	6,797,000	0.79
8	TEH KIU CHEONG @TEONG CHENG @ CHENG CHIU CHANG	5,000,000	0.58
9	DBS VICKERS SECURITIES (SINGAPORE) PTE LTD	4,945,000	0.58
10	WU HSIOH KWANG @ NG HOK KUONG	4,900,000	0.57
11	IFAST FINANCIAL PTE LTD	2,986,200	0.35
12	MAYBANK SECURITIES PTE. LTD.	2,984,400	0.35
13	GOH HAN PENG (WU HANPING)	2,627,300	0.31
14	WU XIUYI	2,340,000	0.27
15	TAY SIEW CHOON	2,150,000	0.25
16	UNITED OVERSEAS BANK NOMINEES PTE LTD	1,826,100	0.21
17	CHOONG CHOW SIONG	1,820,000	0.21
18	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	1,801,000	0.21
19	RAFFLES NOMINEES (PTE) LIMITED	1,603,400	0.19
20	ZHAO AIMIN	1,320,000	0.15
TOTAL		808,077,080	94.47

Shareholdings Statistics

As at 13 March 2026

DISTRIBUTION OF SHAREHOLDERS BY SIZE OF SHAREHOLDINGS AS AT 13 MARCH 2026

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	2	0.12	35	0.00
100 - 1,000	411	24.22	381,900	0.04
1,001 - 10,000	832	49.03	3,390,200	0.40
10,001 - 1,000,000	426	25.10	36,808,700	4.30
1,000,001 AND ABOVE	26	1.53	814,633,745	95.26
TOTAL	1,697	100.00	855,214,580	100.00

SUBSTANTIAL SHAREHOLDERS

No.	Shareholder's Name	Direct Interest	% of Shares	Deemed Interest	% of Shares
1.	Straco Holding Pte Ltd	314,885,440	36.82	-	-
2.	China Poly Group Corporation	189,803,600	22.19	-	-
3.	Straco (HK) Limited	143,990,540	16.84	-	-
4.	Wu Hsioh Kwang	25,433,000	2.97	470,679,980 ⁽¹⁾	55.04
5.	Chua Soh Har	11,804,000	1.38	484,308,980 ⁽¹⁾	56.63

Based on the information available to the Company as at 13 March 2026, approximately 12.45% of the ordinary shares of the Company is held by the public and therefore, Rule 723 of the Listing Manual is complied with.

⁽¹⁾ Mdm. Chua Soh Har is the spouse of Mr. Wu Hsioh Kwang. Mr. Wu Hsioh Kwang is deemed interested in the shares in which Mdm. Chua Soh Har is interested.

Note:

- “Substantial Shareholders” are those shareholders who own at least 5% of the equity of the Company.
- “Deemed Interest” in shares arise, for example, when a person (including a company) owns at least 20% of another company which in turn own shares in Straco Corporation Limited. The person is “deemed” to have an interest in the Straco Corporation Limited shares owned by that other company. It is, therefore, possible for several persons to be deemed interested in the same shares.

Mr. Wu Hsioh Kwang and Mdm. Chua Soh Har together collectively beneficially own 100% of the issued share capital of Straco Holding Pte Ltd and Straco (HK) Limited and are therefore deemed interested by virtue of Section 7 of the Companies Act 1967 in the shares held by these said companies in the capital of the Company.

China Poly Group Corporation is a state-owned enterprise, which is owned and supervised by the State-owned Assets Supervision and Administration Commission of the State Council of the PRC.

This note is merely illustrative. For full understanding of the scope of the regulations, it is necessary to refer to the Singapore Companies Act.

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the Annual General Meeting of the Company will be held at 30 Raffles Avenue, #02-03/04, Singapore Flyer, Singapore 039803 on 27 April 2026 at 10.00 am to transact the following business:-

AS ORDINARY BUSINESS

1. To receive and consider the Audited Financial Statements of the Company for the financial year ended 31 December 2025 and the Directors' Statement and the Auditors' Report thereon. **(Resolution 1)**
2. To declare a first and final one-tier tax exempt dividend of 1.5 cents per share for the financial year ended 31 December 2025. **(Resolution 2)**
3. To approve the Directors' fees of \$358,235/- for the financial year ended 31 December 2025 (FY2024: S\$364,518/-). **(Resolution 3)**
4. To re-elect Mr. Wu Hsioh Kwang, the Director retiring by rotation pursuant to the requirements of Article 117 of the Company's Constitution. **(Resolution 4)**
5. To re-elect Ms. Tan Khiaw Ngoh, the Director retiring by rotation pursuant to the requirements of Article 117 of the Company's Constitution. **(Resolution 5)**

Ms. Tan Khiaw Ngoh will, upon re-election as a Director of the Company, remain as a member of the Audit & Risk Committee and will be considered independent for the purposes of Rule 704(8) of the Listing Manual of the Singapore Exchange Securities Trading Limited.
6. To re-elect Mr. Deng Huan, the Director retiring pursuant to the requirements of Article 118 of the Company's Constitution. **(Resolution 6)**
7. To re-elect Mr. Pei Nam Chuan Adrian, the Director retiring pursuant to the requirements of Article 118 of the Company's Constitution. **(Resolution 7)**

Mr. Peh Nam Chuan Adrian will, upon re-election as a Director of the Company, remain as a member of the Audit and Risk Committee and Nominating Committee and will be considered independent for the purposes of Rule 704(8) of the Listing Manual of the Singapore Exchange Securities Trading Limited.
8. To re-appoint Messrs PricewaterhouseCoopers LLP as the auditors of the Company to hold office until the conclusion of the next Annual General Meeting and to authorise the Directors to fix their remuneration. **(Resolution 8)**

Notice of Annual General Meeting

AS SPECIAL BUSINESS

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

9. Authority to allot and issue shares

“That:

- (a) pursuant to Section 161 of the Companies Act 1967, and the listing rules of the Singapore Exchange Securities Trading Limited, approval be and is hereby given to the Directors of the Company at any time to such persons and upon such terms and for such purposes as the Directors may in their absolute discretion deem fit, to:
 - (i) issue shares in the capital of the Company whether by way of rights, bonus or otherwise;
 - (ii) make or grant offers, agreements or options that might or would require shares to be issued or other transferable rights to subscribe for or purchase shares (collectively, “Instruments”) including but not limited to the creation and issue of warrants, debentures or other instruments convertible into shares;
 - (iii) issue additional Instruments arising from adjustments made to the number of Instruments previously issued in the event of rights, bonus or capitalisation issues; and
- (b) (Notwithstanding the authority conferred by the shareholders may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while the authority was in force,

provided always that

- (i) the aggregate number of shares to be issued pursuant to this resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this resolution) does not exceed 50% of the total number of issued shares excluding treasury shares of the Company, of which the aggregate number of shares (including shares to be issued in pursuance of Instruments made or granted pursuant to this resolution) to be issued other than on a pro rata basis to shareholders of the Company does not exceed 20% of the total number of issued shares excluding treasury shares of the Company, and for the purpose of this resolution, the issued share capital shall be the Company’s total number of issued shares excluding treasury shares at the time this resolution is passed, after adjusting for;
 - a) new shares arising from the conversion or exercise of convertible securities, or
 - b) new shares arising from exercising share options or vesting of share awards outstanding or subsisting at the time this resolution is passed provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Listing Manual of the Singapore Exchange Securities Trading Limited, and

Notice of Annual General Meeting

- c) any subsequent bonus issue, consolidation or subdivision of the Company's shares, and
- (ii) such authority shall, unless revoked or varied by the Company at a general meeting, continue in force until the conclusion of the next Annual General Meeting or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier.”

(Resolution 9)

(See Explanatory Note 1)

10. The Proposed Renewal of Share Buy Back Mandate

“That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act 1967 of Singapore (the “Companies Act”), the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire issued ordinary shares (“Shares”) in the capital of the Company not exceeding in aggregate the Prescribed Limit (as defined hereinafter), at such price or prices as may be determined by the Directors of the Company from time to time up to the Maximum Price (as defined hereinafter), whether by way of:
 - (i) market purchases (each a “Market Purchase”) on the Singapore Exchange Securities Trading Limited (the “SGX-ST”); and/or
 - (ii) off-market purchases (each an “Off-Market Purchase”) effected otherwise than on the SGX-ST in accordance with any equal access schemes as may be determined or formulated by the Directors of the Company as they consider fit, which scheme shall satisfy all the conditions prescribed by the Companies Act,

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

- (b) unless varied or revoked by the shareholders of the Company in general meeting, the authority conferred on the Directors of the Company pursuant to the Share Buy Back 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
 - (ii) the date by which the next Annual General Meeting of the Company is required by law or the Constitution of the Company to be held;

Notice of Annual General Meeting

(c) In this Resolution:

“Prescribed Limit” means that number of Shares representing 10% of the total number of issued Shares in the capital of the Company as at the date of the passing of this Resolution (excluding any Shares which are held as treasury shares); and

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

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

where:

“Average Closing Price” means the average of the closing market prices of a Share over the last five (5) market days, on which transactions in the Shares were recorded, preceding the day of the Market Purchase, and deemed to be adjusted for any corporate action that occurs after such five-day market period; and,

(d) any of the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including without limitation, to execute all such documents as may be required and to approve any amendments, alterations or modifications to any documents), as they or he may consider desirable, expedient or necessary to give effect to the transactions contemplated by this Resolution.” **(Resolution 10)**

(See Explanatory Note 2)

BY ORDER OF THE BOARD

Lotus Isabella Lim Mei Hua
Company Secretary

10 April 2026

Notice of Annual General Meeting

Explanatory Notes:-

1. The proposed ordinary resolution no. 9 is to authorise the Directors of the Company from the date of the above Meeting to issue shares and convertible securities in the Company up to an amount not exceeding in aggregate 50 percent of total number of issued shares excluding treasury shares of the Company, of which the total number of shares and convertible securities issued other than on a pro-rata basis to existing shareholders shall not exceed 20 percent of the total number of issued shares excluding treasury shares of the Company at the time the resolution is passed, for such purposes as they consider would be in the interests of the Company. This authority will, unless revoked or varied at a general meeting, expire at 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.
2. The proposed ordinary resolution no. 10, 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 treasury shares) in the capital of the Company at the Maximum Price as defined above and in the Circular dated 10 April 2026. 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 mandate set out in ordinary resolution no. 10 on the audited consolidated financial accounts of the Group for the financial year ended 31 December 2025 are set out in greater detail in the Letter to Shareholders enclosed together with the Annual Report.

NOTES

1. A member of the Company (other than a member who is a relevant intermediary as defined in Note 2 below) shall not be entitled to appoint more than two proxies to attend and vote at the Annual General Meeting on his behalf. A member of the Company which is a corporation is entitled to appoint its authorised representative or proxy to vote on its behalf. A proxy needs not be a member of the Company.
2. Pursuant to Section 181 of the Act, any member who is a relevant intermediary is entitled to appoint one or more proxies to attend and vote at the Annual General Meeting. A relevant intermediary is either:
 - (a) a banking corporation licensed under the Banking Act or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;
 - (b) a capital markets services licence holder which provides custodial services for securities under the Securities and Futures Act and holds shares in that capacity; or
 - (c) the Central Provident Fund ("CPF") Board established by the Central Provident Fund Act, in respect of shares purchased on behalf of CPF investors.

A proxy need not be a member of the Company.

Notice of Annual General Meeting

3. The instrument appointing a proxy or proxies shall, in the case of an individual, be signed by the appointor or his attorney, and in case of a corporation, shall be either under the common seal or signed by its attorney or an authorised officer on behalf of the corporation.
4. (a) A member who is not a relevant intermediary* is entitled to appoint not more than two proxies. Where such member's instrument appointing (a) proxy(ies) appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the instrument.

(b) A member who is a relevant intermediary* is entitled to appoint more than two proxies, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's instrument appointing (a) proxy(ies) appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument.

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

5. The instrument appointing (a) proxy(ies), together with the power of attorney or other authority (if any) under which it is signed, or notarially certified copy thereof, must be submitted to the Company in the following manner:
 - (a) if submitted by post, be lodged with the Company's Share Registrar, Tricor Barbinder Share Registration Services, at 9 Raffles Place, #26-01, Republic Plaza, Singapore 048619; or
 - (b) if submitted electronically, be submitted via email to the Company's Share Registrar at sg.is.proxy@vistra.com;

in each case, not less than 72 hours before the time appointed for holding the Annual General Meeting.

6. CPF and SRS investors: (a) may vote in person at the Annual General Meeting if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators, and should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies; or (b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the Annual General Meeting, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on 17 April 2026.
7. The Annual Report 2025 and the Letter to Shareholders dated 10 April 2026 (in relation to the proposed renewal of the share buy-back mandate) have been published and may be downloaded from the SGX website at the URL <https://www.sgx.com/securities/company-announcements> and the Company's website at www.stracocorp.com.
8. **Submission of Questions.** Shareholders may submit questions relating to the items on the agenda of the AGM via one of the following means:
 - (a) by mail to the registered office of the Company at 10 Anson Road, #30-15 International Plaza, Singapore 079903;
 - (b) by email to email address: sg.is.proxy@vistra.com; and
 - (c) by attending and asking questions in person or by proxy at the AGM.

Notice of Annual General Meeting

Shareholders who wish to submit questions in advance of the AGM may do so on or before **17 April 2026**. Shareholders will need to identify themselves when posing questions by email or by mail by providing the following details:

- (i) the Shareholder's full name as it appears on his/her/its CDP/CPF/SRS share records;
- (ii) the Shareholder's NRIC/Passport/UEN number;
- (iii) the Shareholder's contact number and email address; and
- (iv) the manner in which the Shareholder holds his/her/its Shares in the Company (e.g. via CDP, CPF or SRS).

Please note that the Company will not be able to answer questions from persons who provide insufficient details to enable the Company to verify his/her/its shareholder status.

The Company will endeavour to address the substantial and relevant questions received in advance of the AGM by **23 April 2026**. Any questions received after the said date will be addressed at the Annual General Meeting. The responses to such questions from shareholders, together with the minutes of the AGM, will be posted on the SGXNET and the Company's website within one month after the date of the AGM.

PERSONAL DATA POLICY

Where a member of the Company submits an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the Annual General 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 Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General 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.

Additional Information on Directors Seeking Re-Election

Mr. Wu Hsioh Kwang, Ms. Tan Khiaw Ngoh, Mr. Peh Nam Chuan Adrian and Mr. Deng Huan are the Directors seeking re-election at the forthcoming Annual General Meeting of the Company to be convened on 27 April 2026 (“**AGM**”) (collectively, the “**Retiring Directors**” and each a “**Retiring Director**”).

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the following is the information relating to the Retiring Directors as set out in Appendix 7.4.1 to the Listing Manual of the SGX-ST:

	MR. WU HSHOH KWANG	MS. TAN KHIAW NGOH	MR. PEH NAM CHUAN ADRIAN	MR. DENG HUAN
Date of Appointment	13 March 2003	2 May 2024	20 May 2025	26 May 2025
Date of last re-appointment	27 April 2023	17 April 2025	N.A.	N.A.
Age	75	69	64	43
Country of principal residence	Singapore	Singapore	Singapore	People’s Republic of China
The Board’s comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee (“ NC ”) and has reviewed and considered the qualification, work experiences, contribution and performance, attendance, preparedness, participation, candour and suitability of Mr. Wu Hsioh Kwang for re-appointment as an Executive Chairman of the Company. The Board have reviewed and concluded that Mr. Wu Hsioh Kwang possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee (“ NC ”) and has reviewed and considered the qualification, work experiences, contribution and performance, attendance, preparedness, participation, candour and suitability of Ms. Tan Khiaw Ngoh for re-appointment as an Independent Director of the Company. The Board have reviewed and concluded that Ms. Tan Khiaw Ngoh possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee (“ NC ”) and has reviewed and considered the qualification, work experiences, contribution and performance, attendance, preparedness, participation, candour and suitability of Mr. Peh Nam Chuan Adrian for re-appointment as an Independent Director of the Company. The Board have reviewed and concluded that Mr. Peh Nam Chuan Adrian possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee (“ NC ”) and has reviewed and considered the qualification, work experiences, contribution and performance, attendance, preparedness, participation, candour and suitability of Mr. Deng Huan for re-appointment as a Non-Executive Director of the Company. The Board have reviewed and concluded that Mr. Deng Huan possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.

Additional Information on Directors Seeking Re-Election

	MR. WU HSIOH KWANG	MS. TAN KHIAW NGOH	MR. PEH NAM CHUAN ADRIAN	MR. DENG HUAN
Whether appointment is executive, and if so, the area of responsibility	Executive, Mr. Wu Hsioh Kwang is responsible for developing growth strategies for the Group's business and the execution of business plans.	Non-Executive	Non-Executive	Non-Executive
Job Title (eg. Lead ID, ARC Chairman, AC Member etc.)	Chief Executive Officer, Executive Chairman, Director of the Board and Member of Nominating Committee.	Independent Non-Executive Director, Member of the Audit and Risk Committee	Independent Non-Executive Director, Member of the Audit and Risk Committee, and Nominating Committee	Non-Executive Director
Professional qualifications	Bachelor of Commerce Degree from the former Nanyang University Singapore	Bachelor of Commerce (Accountancy), Nanyang University, Singapore	Bachelor of Laws with Honors, National University of Singapore	Master of Business Administration, Central University of Finance and Economics, China
Working experience and occupation(s) during the past 10 years	Executive Chairman and Chief Executive Officer of the Company	2020 – Present Independent Director and Chairman of Audit and Risk Committee of Singapore Land Group Limited 2021- Present Director and Chairman of Audit and Risk Committee of Assurity Trusted Solutions Pte. Ltd.	2002 – Present Chairman of Adsan Law LLC	As company director and enterprise strategic investment management

Additional Information on Directors Seeking Re-Election

	MR. WU HSIOH KWANG	MS. TAN KHIAW NGOH	MR. PEH NAM CHUAN ADRIAN	MR. DENG HUAN
		<p>2023 – 2025 Independent Director and Member of Audit Committee of Khong Guan Limited</p> <p>2020 – 2024 Independent Director and Chairman of the Audit Committee, Member of the Compensation Committee, and Member of the Governance and Nominating Committee of Hollysys Automation Technologies Limited</p>		
Shareholding interest in the listed issuer and its subsidiaries	Please refer to Directors' Statement, Directors' interests in shares or debentures on pages 91 and 92 of this annual report.	Nil	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	Mr. Wu Hsioh Kwang is the spouse of Mdm. Chua Soh Har, non-executive director of the Company	No	No	No
Conflict of Interest (including any competing business)	No	No	No	No

Additional Information on Directors Seeking Re-Election

	MR. WU HSIOH KWANG	MS. TAN KHIAW NGOH	MR. PEH NAM CHUAN ADRIAN	MR. DENG HUAN
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes	Yes	Yes
Other Principal Commitments* Including Directorships# Present	<ol style="list-style-type: none"> 1. Sound Trading (1975) Pte Ltd 2. Straco (HK) Ltd 3. Straco Holding Pte Ltd 4. Straco International Corporation Pte Ltd 5. Singapore Chinese Chamber of Commerce and Industry, Senior Honorary Council member 6. Sun Yat Sen Nanyang Memorial Hall, Board Member 7. NTU's Chinese Heritage Centre, Member of the Board of Governors 	<ol style="list-style-type: none"> 1. Board Member, Chairman of Audit and Risk Committee and of the Awards Committee of the Singapore Children's Society 2. Director of Ang Mo Kio Thye Hua Kwan Hospital Limited 3. Director of Thye Hua Kwan Nursing Home Limited 4. Director of Vanguard Health Fund Limited 	<ol style="list-style-type: none"> 1. Director of Adsan and Melberdes Pte. Ltd. 2. Director of Adsan Law LLC. 3. Director of Chinese Chamber Realty Pte. Ltd. 4. Director of Financial Board of the Singapore Chinese Chamber of Commerce 5. Director of Pek Chuan Development Pte. Ltd. 6. Director of Pek Tiong Seng Foundation 7. Director of SCCCI Chinese Entrepreneurial Cultural Foundation 8. Director of Singapore Chinese Chamber of Commerce Foundation 9. Board Member of Singapore Hospice Council 	<ol style="list-style-type: none"> 1. Director of Shanghai Poly Property Co., Ltd. 2. Director of Poly Investment Holdings Co., Ltd. 3. Director of Poly Property Group Co., Ltd. 4. Director of China Haisum Engineering Co., Ltd.

Additional Information on Directors Seeking Re-Election

	MR. WU HSIOH KWANG	MS. TAN KHIAW NGOH	MR. PEH NAM CHUAN ADRIAN	MR. DENG HUAN
Past (for the last 5 years)	<ol style="list-style-type: none"> 1. Jigongshan-Straco Cable Car Co., Ltd. 2. Straco Synergies Pte Ltd 3. Straco Cable-Car Investments Pte Ltd 4. Lushan-Straco Cable Car Co., Ltd. 5. Business China, Director 6. Singapore Business Federation, First Vice-Chairman (China & North Asia Business Group) 7. Confucius Institute, Director 8. Haas School of Business, Board Member 9. Singapore Chinese Orchestra, Vice-Chairman 	<ol style="list-style-type: none"> 1. Khong Guan Limited 2. Honorary Treasurer of National Council of Social Services 	<ol style="list-style-type: none"> 10. Director of Sun Yat Sen Nanyang Memorial Hall Co. Ltd. 11. Director of The Mee Toh School Ltd. 12. Director of YLP International Consultants Pte. Ltd. 1. The Community Foundation of Singapore 2. Chinese Development Assistance Council 3. Singapore Hokkien Huay Kuan 	Nil

Additional Information on Directors Seeking Re-Election

	MR. WU HSIOW KWANG	MS. TAN KHIOW NGOH	MR. PEH NAM CHUAN ADRIAN	MR. DENG HUAN
a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	No	No
b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	No	No

Additional Information on Directors Seeking Re-Election

	MR. WU HSIOH KWANG	MS. TAN KHIAW NGOH	MR. PEH NAM CHUAN ADRIAN	MR. DENG HUAN
c) Whether there is any unsatisfied judgment against him?	No	No	No	No
d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No	No
e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No	No

Additional Information on Directors Seeking Re-Election

	MR. WU HSIOW KWANG	MS. TAN KHIOW NGOH	MR. PEH NAM CHUAN ADRIAN	MR. DENG HUAN
f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No	No
g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No	No

Additional Information on Directors Seeking Re-Election

	MR. WU HSIOH KWANG	MS. TAN KHIAW NGOH	MR. PEH NAM CHUAN ADRIAN	MR. DENG HUAN
h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No	No
i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No	No
j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:– i. any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No	No	No

Additional Information on Directors Seeking Re-Election

	MR. WU HSIOW KWANG	MS. TAN KHIOW NGOH	MR. PEH NAM CHUAN ADRIAN	MR. DENG HUAN
<p>ii. any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or</p> <p>iii. any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or</p> <p>iv. any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere</p> <p>in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?</p>				

Additional Information on Directors Seeking Re-Election

	MR. WU HSIOH KWANG	MS. TAN KHIAW NGOH	MR. PEH NAM CHUAN ADRIAN	MR. DENG HUAN
k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No	No
Disclosure applicable to the appointment of Director only				
Any prior experience as a director of a listed company?	This relates to re-appointment of Director	This relates to re-appointment of Director	This relates to re-appointment of Director	This relates to re-appointment of Director
If yes, please provide details of prior experience.	N.A.	N.A.	N.A.	N.A.
If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.	N.A.	N.A.	N.A.	N.A.
Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).	N.A.	N.A.	N.A.	N.A.

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STRACO CORPORATION LIMITED

Registration Number: 200203482R
(Incorporated in the Republic of Singapore)

PROXY FORM ANNUAL GENERAL MEETING

IMPORTANT

1. Pursuant to Section 181 (1C) of the Companies Act 1967, Relevant Intermediaries may appoint more than two proxies to attend, speak and vote at the Annual General Meeting.
2. This Proxy Form is not valid for use by CPF investors and shall be ineffective for all intents and purposes if used or purported to be used by them. CPF or SRS investors who wish to appoint the Chairman of AGM as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 pm on 17 April 2026.
3. CPF investors are requested to contact their respective Agent Banks for any queries that they may have with regard to their appointment as proxies.

*I/We, _____ (Name) _____ (NRIC/Passport no.)
of _____ (Address)

being *a member/members of Straco Corporation Limited (the "Company"), hereby appoint:

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

And/or (delete as appropriate)

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as *my/our *proxy/proxies to vote for *me/us on *my/our behalf and, if necessary, to demand a poll, at the Annual General Meeting of the Company to be held at 30 Raffles Avenue, #02-03/04, Singapore Flyer, Singapore 039803 on 27 April 2026 at 10.00 a.m. and at any adjournment thereof.

*I/we direct *my/our *proxy/proxies to vote for or against or to abstain from voting on the Ordinary Resolutions to be proposed at the Annual General Meeting as indicated below.

No.	Ordinary Resolutions	For	Against	Abstain
1.	To receive and consider the Audited Financial Statements of the Company for the financial year ended 31 December 2025 and the Directors' Statement and Auditors' Report thereon.			
2.	To approve a first and final one-tier tax exempt dividend of 1.5 cents per share for the year ended 31 December 2025.			
3.	To approve the Directors' fees of S\$358,235/- for the financial year ended 31 December 2025 (FY2024: S\$364,518/-).			
4.	To re-elect Mr. Wu Hsioh Kwang retiring pursuant to Article 117 of the Company's Constitution, as a Director of the Company.			
5.	To re-elect Ms. Tan Khiaw Ngoh retiring pursuant to Article 117 of the Company's Constitution, as a Director of the Company.			
6.	To re-elect Mr. Deng Huan retiring pursuant to Article 118 of the Company's Constitution, as a Director of the Company.			
7.	To re-elect Mr. Peh Nam Chuan Adrian retiring pursuant to Article 118 of the Company's Constitution, as a Director of the Company.			
8.	To re-appoint Messrs PricewaterhouseCoopers LLP as auditors of the Company and to authorise the Directors to fix their remuneration.			
9.	To authorise Directors to issue shares pursuant to Section 161 of the Companies Act 1967.			
10.	To approve the renewal of the Share Buy-Back Mandate.			

Note: Voting will be conducted by poll. If you wish your proxy/proxies to cast all your votes "For" or "Against" a resolution, please indicate with a tick (✓) in the "For" or "Against" box provided in respect of that resolution. Alternatively, please insert the relevant number of shares "For" or "Against" in the "For" or "Against" box provided in respect of that resolution. If you wish your proxy/proxies to abstain from voting on a resolution, please indicate with a tick (✓) in the "Abstain" box provided in respect of that resolution. Alternatively, please insert the relevant number of shares in the "Abstain" box provided in respect of that resolution. In any other case, the proxy/proxies may vote or abstain as the proxy/proxies deems fit on any of the above resolutions if no voting instruction is specified, and on any other matter arising at the Annual General Meeting.

Dated this _____ day of _____ 2026

Total number of Shares in:	No. of Shares held
(a) CDP Register	
(b) Register of Members	

Signature(s) of Member(s)/ Common Seal

IMPORTANT: Please Read Notes before Completing this Proxy Form

Notes to Proxy Form:-

1. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the meeting. Where such member's form of proxy appoints more than one proxy, the proportion of his shareholding concerned to be represented by each proxy shall be specified in the form of proxy. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire shareholding and any second named proxy as an alternate to the first named or to treat this Proxy Form as invalid.
(b) A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.
"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967.
2. A proxy need not be a member of the Company.
3. Where a member of the Company appoints two proxies, he shall specify the proportion of his shareholding (expressed as a percentage of the whole) to be represented by each such proxy.
4. The instrument appointing a proxy or proxies must be under the hand of the appointer or his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed under its common seal or under the hand of its attorney or duly authorised officer.
5. A corporation which is a member of the Company may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the Annual General Meeting, in accordance with its Constitution and Section 179 of the Companies Act 1967 of Singapore.
6. The instrument appointing proxy or proxies, together with the power of attorney or other authority (if any) under which it is signed, or notarially certified copy thereof, must be submitted to the Company in the following manner:
 - (a) if submitted by post, be lodged with the Company's Share Registrar, Tricor Barbinder Share Registration Services, at 9 Raffles Place, #26-01, Republic Plaza, Singapore 048619; or
 - (b) if submitted electronically, be submitted via email to the Company's Share Registrar at sg.is.proxy@vistra.com;in each case, not less than 72 hours before the time set for the Annual General Meeting.
7. A member should insert the total number of shares held. If the member has shares entered against his name in the Depository Register (as defined in Section 81SF of the Securities and Future Act of Singapore), he should insert that number of shares. If the member has shares registered in his name in the Register of Members of the Company, he should insert the number of shares. If the member has shares entered against his name in the Depository Register and shares registered in his name in the Register of Members of the Company, he should insert the aggregate number of shares. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by the member of the Company.
8. The Company shall be entitled to reject the instrument appointing a proxy or proxies 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 instrument appointing a proxy or proxies. In addition, in the case of members of the Company whose shares are entered against their names in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if such members are not shown to have shares entered against their names in the Depository Register 72 hours before the time appointed for holding the Annual General Meeting as certified by The Central Depository (Pte) Limited to the Company.
9. A Depositor shall not be regarded as a member of the Company entitled to attend the Annual General Meeting and to speak and vote thereat unless his name appears on the Depository Register 72 hours before the time set for the Annual General Meeting.
10. An investor who buys shares using CPF monies ("CPF Investor") and/or SRS monies ("SRS Investor") (as may be applicable) may attend and cast his vote(s) at the Meeting in person. CPF and SRS Investors who are unable to attend the Meeting but would like to vote, may inform their CPF and/or SRS Approved Nominees to appoint the Chairman of the Meeting to act as their proxy, in which case, the CPF and SRS Investors shall be precluded from attending the Meeting

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 10 April 2026.

AFFIX
STAMP

The Share Registrar of
STRACO CORPORATION LIMITED
c/o Tricor Barbinder Share Registration Services
9 Raffles Place, #26-01, Republic Plaza
Singapore 048619



(Company Registration No.200203482R)

(Incorporated in the Republic of Singapore on 25 April 2002)
10 Anson Road, #30-15 International Plaza Singapore 079903
Tel: (65) 6223 3082 Fax: (65) 6223 3736
www.stracocorp.com