

CORPORATE GOVERNANCE

VICOM Ltd (“VICOM” or the “Company”, and together with its subsidiaries, the “Group”), believes that a fundamental measure of our success is about creating and maintaining long-term shareholder value.

We will continue to:

- Focus unreservedly on our customers;
- Make sound corporate decisions to generate long-term shareholder value rather than short-term benefits;
- Maintain our lean culture through cost efficiencies to drive value creation without compromising our service quality;
- Build a capable talent pool to address the evolving and complex demands of the industry in this highly competitive market;
- Commit to sustainable practices that create positive community impact while safeguarding the climate and environment; and
- Promote a culture of diversity and inclusivity in the workplace.

Corporate Governance Statement

VICOM strongly believes that good corporate governance makes sound business sense. To this end, the Group maintains the highest standards of corporate governance, professionalism and integrity as we build an organisation that our shareholders, employees and business partners, the authorities, labour unions and professional bodies and other stakeholders can trust and be proud of.

The Group is committed to ensuring compliance with the Code of Corporate Governance issued by the Monetary Authority of Singapore dated 6 August 2018 and amended on 11 January 2023 (the “2018 Code”) on a comply or explain basis, and the Listing Manual of the Singapore Exchange Securities Trading Limited (“SGX-ST Listing Manual” or “SGX-ST Listing Rules”). It has put in place policies, structures and mechanisms to ensure compliance with the relevant legislative and regulatory requirements to establish a high-performing organisational culture with strong moral standards. The Group has adopted a Code of Business Conduct, which sets out the principles and policies upon which the Group’s businesses are to be conducted, as well as a Whistle Blowing Policy, which provides a mechanism for employees and external parties to raise concerns about possible improprieties in financial reporting or other improper business conduct, whilst maintaining confidentiality of the identity of whistleblowers and protecting them from reprisal within the limits of the law.

This **Report** sets out the corporate governance practices that were in place during the Financial Year ended 31 December 2025 (“FY2025”), with specific references to the 2018 Code. For FY2025, we are pleased to report that the Group complied with all aspects of the 2018 Code.

1. Board Matters

The Board of Directors (the “Board”) has a duty to protect and enhance the long-term value of the Group and achieve sustainable growth for the Group. It sets the overall strategic direction of the Group and oversees the proper conduct of the business, performance and affairs of the Group. Board members are expected to be aware of their legal responsibilities, act in good faith and exercise independent judgement in the best interests of the Company which include them having to exercise due care and diligence to avoid any conflicts of interest.

In appointing Directors, the Company seeks individuals who have integrity, expertise, business acumen, shareholder orientation and a genuine interest in the Group. Our Directors are also collaborative and proactive, enabling effective communication among themselves and Management.

Principle 1: The Board’s Conduct of Affairs

Board’s Role and Responsibilities

At the helm of the decision-making process of the Company is the Board. The Company is headed by an effective Board which is led by its Independent Non-Executive Chairman, Dr Tan Kim Siew (“**Dr Tan**”). The Board is collectively responsible and works with the Management for the long-term success of the Company by:

- Providing entrepreneurial leadership and guidance, setting strategic directions and objectives of the Group (which include appropriate focus on value creation, innovation and sustainability);
- Ensuring that adequate resources (including key ones such as financial and human resources) are in place for the Group to achieve its strategic objectives;
- Ensuring that appropriate and adequate systems of internal controls, risk management processes and financial authority limits are in place to safeguard shareholders’ interests and the Group’s assets, and to achieve an appropriate balance between exposure to risks and the Group’s performance;
- Challenging the Management constructively and reviewing its performance;
- Proactively engaging with the business units to contribute constructively to the development of strategic plans of the Group;

- (vi) Identifying the key stakeholder groups and guiding Management in the Group's strategy and approach in addressing the concerns of these key stakeholder groups, and ensuring transparency and accountability to all stakeholders;
- (vii) Instilling an ethical corporate culture and ensuring the Group's values, standards, policies and practices are consistent with the Group's culture; and
- (viii) Considering environmental, social and governance ("ESG") issues as an integral part of its strategy for sustainability.

Scope of Directors' Duties

The Board comprises two different classes of Directors, with one Executive Director ("ED") and ten Non-Executive Directors ("NED"). Each class of Directors has a different role:

Executive Director

The ED is part of the senior management team and is actively involved in the day-to-day operations of the business. The ED's key responsibilities include:

- (i) Providing insights into the Group's day-to-day operations, as appropriate;
- (ii) Presenting Management's perspective while maintaining accountability to the Board; and
- (iii) Collaborating closely with the NEDs for the long-term success of the Group.

Non-Executive Directors

The NEDs are not part of Management, are not employees of the Group, and do not participate in the day-to-day operations. Their key responsibilities include:

- (i) Staying informed about the Group's business and activities;
- (ii) Constructively challenging Management and contributing to the development of the Group's strategy;
- (iii) Evaluating Management's performance in achieving agreed goals and objectives; and
- (iv) Participating in decisions regarding the appointment, assessment and remuneration of the ED and key management personnel ("KMP").

1.1 Conflicts of Interest

All Directors are required to avoid situations where their own personal or business interests may conflict or appear to conflict with the interests of the Group. In the event that a Director has a conflict of interest, or it appears that he/she may have a conflict of interest in relation to any matter, the Director must immediately declare his/her interest at a meeting of the Board or send a written notice to the Board and the Company containing details of his/her interest in the matter and the actual or potential conflict, and recuse himself/herself from participating in any discussion or decision on the matter. In the case of any matter where the Board Chairman is conflicted, such as his remuneration or re-election as a Director, he will similarly recuse himself from participating in the discussion, and the

other Directors will elect someone among themselves to preside over the discussion and lead the Directors in decision making.

1.2 Directors' Competencies, Induction, Training and Development

Upon appointment, the Director will be issued an official letter of appointment, which clearly sets out his/her roles, duties and responsibilities and the Company's expectations of him/her as a Director of the Company. The new Director will also receive a copy of the Company's Constitution, the Company's current and previous years' annual reports and the corporate structure chart of the Group.

Management will conduct a comprehensive orientation programme for newly appointed Directors, which covers, amongst other matters, duties as a Director and how to discharge those duties and key aspects of the Group's businesses, including financial and corporate governance policies. Site visits will also be arranged for new Directors so that they can better familiarise themselves with the Group's operations. When a Director is appointed to a Board Committee, he/she is provided with a copy of the relevant Board Committee's terms of reference.

If the newly appointed Director has no prior experience as a Director of a company listed on the Singapore Exchange Securities Trading Limited ("SGX-ST"), the SGX-ST Listing Manual requires that he/she undergoes training as prescribed by the SGX-ST. Such training should be completed within one year of appointment. In this respect, all our newly appointed Directors who are required to undergo such training conscientiously commit their time and effort to complete the training within the first year of appointment.

The Company encourages Directors to undertake continuous professional development to enhance their knowledge, skills, and competencies, and to enable them to effectively discharge their duties and responsibilities. Such professional development includes participation in relevant training programmes, seminars and courses conducted by the Singapore Institute of Directors ("SID") and other recognised professional bodies. The costs of these training programmes are borne by the Company. The Board Chairman, together with the Nominating and Remuneration Committee ("NRC"), reviews the training and professional development needs of each Director on an annual basis.

The Company Secretaries regularly update and brief the Board on developments in corporate governance practices, as well as changes to the applicable legal and regulatory requirements relevant to the Group's businesses. Where appropriate, external consultants are engaged to conduct briefings or seminars on specific subject matters. The Company continually encourages and supports Directors in attending external training programmes to remain apprised of new developments and best practices.

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In FY2025, the Directors attended the courses/seminars listed below:

DATE	TRAINING PROVIDER	TOPIC	ATTENDED BY
22/01/2025	Singapore Institute of Directors	Audit and Risk Committee Seminar 2025	Tan Kim Siew Ooi Beng Chin June Seah Lee Kiang Shim Phiau Wui, Victor Tan Poh Hong Wong Yoke Woon
13/02/2025	Setsco Services Construction Technology Division	Visit to Construction Technology Division on Automated Vibrating Hammer Jig	Tan Kim Siew Cheng Siak Kian Sim Wing Yew Karina Yew-Hoong Gin Ooi Beng Chin Shim Phiau Wui, Victor Tan Poh Hong
11/03/2025 to 12/03/2025	Singapore Institute of Directors	LED 1 – Listed Entity Director Essentials	Karina Yew-Hoong Gin
13/03/2025	Singapore Institute of Directors	LED 2 – Board Dynamics	Karina Yew-Hoong Gin
14/03/2025	Singapore Institute of Directors	LED 3 – Board Performance	Karina Yew-Hoong Gin
18/03/2025	Singapore Institute of Directors	LED 4 – Stakeholder Engagement	Karina Yew-Hoong Gin
19/03/2025	Singapore Institute of Directors	LED 9 – Environmental, Social & Governance Essentials	Karina Yew-Hoong Gin
02/04/2025	HR360 – Learning Management System (LMS)	E-Learning – Group Code of Conduct and Anti-Bribery	Tan Kim Siew Cheng Siak Kian Sim Wing Yew Karina Yew-Hoong Gin Ooi Beng Chin June Seah Lee Kiang Shim Phiau Wui, Victor Soh Chung Hian, Daniel Tan Poh Hong Wong Yoke Woon
28/04/2025	Setsco Services Microbiological Lab	Visit to Microbiological Lab on MALDI-TOF (Matrix-Assisted Laser Desorption Ionisation-Time-Of-Flight) testing capability	Tan Kim Siew Cheng Siak Kian Sim Wing Yew Karina Yew-Hoong Gin Ooi Beng Chin Shim Phiau Wui, Victor Tan Poh Hong
11/07/2025	PricewaterhouseCoopers (PwC)	Board Sustainability Training	Cheng Siak Kian Sim Wing Yew Karina Yew-Hoong Gin Ooi Beng Chin June Seah Lee Kiang Shim Phiau Wui, Victor Soh Chung Hian, Daniel Tan Poh Hong Wong Yoke Woon

24/07/2025	Singapore Institute of Directors	Exclusive SID Chairperson Lunch on Global Tensions and Technological Shifts – Changing Risk Landscape and Cyber Security	Tan Kim Siew
05/09/2025	Pinsent Masons	Australia Rules – WSH and Directors' Duties	Cheng Siak Kian
12/09/2025	Singapore Institute of Directors	SID Directors Conference 2025	Tan Kim Siew
08/10/2025	Nasdaq Center for Board Excellence	Sustainable Strategies: Empowering Boards for Corporate Impact	Tan Poh Hong
04/11/2025	Setsco Services Mechanical Technology Division	Visit to Mechanical Technology Division on Climatic Testing and Simulation Capability	Tan Kim Siew Cheng Siak Kian Sim Wing Yew Karina Yew-Hoong Gin Ooi Beng Chin Shim Phiau Wui, Victor

Regular presentations are made by Management to the Board to enable the Directors to better familiarise themselves with the Group's businesses. Site visits for the Board are also organised from time to time to enable the Directors to learn more about the Group's operations. During such visits, the Directors spend time with Management to discuss new developments in the market, key strategies and policies pertaining to, not just Company-specific operations, but also the Group's businesses in general. Such meetings help the Directors to be better equipped to make informed decisions relating to the future direction of the Group. The Group also holds strategy meetings at least once every two years for the Board to collaborate with Management in developing the Group's future plans and proposals for new business opportunities. The latest strategy meeting was held in November 2025.

1.3 Reserved Matters

VICOM has adopted clear, established and documented internal guidelines for matters which require the Board's approval. Under these guidelines, Board approval is required regarding matters such as acquisition of business, disposal of or change in equity interests in existing subsidiaries/associates, investment in financial instruments, tender for business, assessing and approving

key business decisions, funding and investment initiatives and other corporate actions, in each case above the prescribed limits. The Board also approves the financial authority limits, annual budget and capital expenditure and the release of financial results to the SGX-ST via SGXNET. In addition, the acceptance of credit facilities from banks, the establishment of capital market programmes and the issuance of debt instruments also require the approval of the Board.

The Board periodically reviews the adequacy and effectiveness of internal controls, risk management and financial authority limits to ensure that while there is delegation of authority and empowerment, there are sufficient checks and balances in place to monitor compliance with delegated limits.

1.4 Delegation By The Board

To assist the Board in the detailed consideration of the various issues at hand and to facilitate decision-making, four Board Committees have been established, namely, the Audit and Risk Committee ("**ARC**"), the NRC, the Sustainability Committee ("**SC**"), and the Technology Committee ("**TC**") (collectively, the "**Board Committees**"). Ad-hoc committees are also formed to look at specific issues from time to time.

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The composition of the Board and the Board Committees as of 1 January 2026 is as follows:

BOARD OF DIRECTORS

1. **Dr Tan Kim Siew** –
Chairman (Independent Non-Executive)
2. **Mr Cheng Siak Kian** –
Deputy Chairman
(Non-Independent Non-Executive)
3. **Mr Sim Wing Yew** –
Chief Executive Officer
(Non-Independent Executive)
4. **Professor Karina Yew-Hoong Gin** –
Director (Independent Non-Executive)
5. **Mr Ngan Wan Sing Winston** –
Director (Independent Non-Executive)
6. **Professor Ooi Beng Chin** –
Director (Non-Independent Non-Executive)
7. **Ms June Seah Lee Kiang** –
Director (Independent Non-Executive)
8. **Professor Shim Phiau Wui, Victor** –
Director (Independent Non-Executive)
9. **Mr Soh Chung Hian, Daniel** –
Director (Independent Non-Executive)
10. **Ms Tan Poh Hong** –
Director (Independent Non-Executive)
11. **Ms Wong Yoke Woon** –
Director (Independent Non-Executive)

AUDIT AND RISK COMMITTEE

1. **Mr Soh Chung Hian, Daniel** (Chairman)
2. **Mr Ngan Wan Sing Winston**
3. **Ms June Seah Lee Kiang**
4. **Professor Shim Phiau Wui, Victor**
5. **Ms Tan Poh Hong**
6. **Ms Wong Yoke Woon**

NOMINATING AND REMUNERATION COMMITTEE

1. **Dr Tan Kim Siew** (Chairman)
2. **Mr Cheng Siak Kian**
3. **Mr Soh Chung Hian, Daniel**
4. **Ms Tan Poh Hong**
5. **Ms Wong Yoke Woon**

SUSTAINABILITY COMMITTEE

1. **Ms Tan Poh Hong** (Chairman)
2. **Ms June Seah Lee Kiang**
3. **Mr Sim Wing Yew**
4. **Professor Shim Phiau Wui, Victor**
5. **Dr Tan Kim Siew**

TECHNOLOGY COMMITTEE

1. **Professor Karina Yew-Hoong Gin** (Chairman)
2. **Mr Cheng Siak Kian**
3. **Professor Ooi Beng Chin**
4. **Professor Shim Phiau Wui, Victor**
5. **Mr Sim Wing Yew**
6. **Dr Tan Kim Siew**

Mr Ngan Wan Sing Winston ("**Mr Ngan**") was appointed a Director as well as a member of the ARC with effect from 1 January 2026.

Each Board Committee is governed and regulated by its own terms of reference, which sets out the scope of its authority, duties and responsibilities, as well as the regulations and procedures governing the way the Board Committee operates and how decisions are taken.

The terms of reference and summary of the activities of the NRC and the ARC are described in further detail in the relevant sections below from pages 35 to 48.

Sustainability Committee

The SC assists the Board in fulfilling its corporate governance responsibilities in relation to the Group's sustainability policies and strategies, by providing directions and considering ESG issues as part of its strategic formulation and investments. The Committee seeks to integrate sustainability considerations in the business strategies of the Group in order to deliver steady and sustainable outcomes. As at 31 December 2025, the SC comprised five Directors, including the Board Chairman Dr Tan and Mr Sim Wing Yew who is the Chief Executive Officer ("**CEO**"). The Chairperson of the SC is Ms Tan Poh Hong. The key terms of reference of the SC include the following:

- (i) Review and monitor the implementation of the Group's sustainability strategy, including materiality assessment and alignment of sustainable development policies with applicable laws and regulations;
- (ii) Review and monitor the Management's commitment and allocation of resources to achieving the desired outcomes of the Group's sustainability strategy;
- (iii) Establish sustainability policies and practices, set and assess ESG targets, and measure the performance against targets;
- (iv) Ensure the Group's sustainability policies, strategies and priorities are integrated into the Group's strategic plans, investment strategy and business goals; and
- (v) Monitor and consider emerging key ESG trends and issues that may have strategic, business and reputational implications for the Group, and receive periodic reports from the Management or external parties on the same, and make recommendations to the Board as necessary.

Technology Committee

The TC oversees the harnessing of technology to enhance the Group's strategic and business initiatives and new business areas. This includes Group-wide digitalisation and automation.

As at 31 December 2025, the TC comprised six Directors, including the Board Chairman and the CEO. With effect from 1 January 2026, Professor Karina Yew-Hoong Gin ("**Prof Gin**") succeeded Professor Shim Phiau Wui, Victor ("**Prof Shim**") as the Chairperson of the TC, with Prof Shim remaining a member of the TC. The terms of reference of the TC include the following:

- (i) Oversee technology investments (including digitalisation) to enhance the Group's inspection and testing services;
- (ii) Review the requirements for technology talent and expertise to promote innovation across the Group; and
- (iii) Monitor technology trends and identify new opportunities in testing, inspection and certification for the Group.

Although the Board Committees are empowered to make their own decisions, the Board is ultimately responsible for all decisions made by the Board Committees.

1.5 Directors' Attendance at Board and Board Committee Meetings

At least four scheduled Board Meetings are held every year at regular intervals for the purpose of reviewing the results and ongoing performance of the Group, notwithstanding that the financial results are only announced semi-annually. The Board Meetings to approve the half-year financial results are held within 45 days after the end of the first half of the financial year, and not later than 60 days after the end of the financial year for the full-year financial results. The Board Meeting to approve the annual budget is held in the last quarter of each year. Ad-hoc Board and Board Committee Meetings are also held from time to time when the need arises.

Directors who are unable to attend meetings in-person, can participate in the discussions through video/audio/tele-conferencing. Decisions of the Board and Board Committees on matters in the ordinary course of business may also be obtained via circular resolutions. Directors are free to seek clarifications and explanations from Management on the reports and papers submitted to the Board and Board Committees.

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DIRECTORS' DETAILS AS AT 31 DECEMBER 2025	DIRECTORS' MEETING ATTENDANCE REPORT						
	No. of meetings held in FY2025						
Names	Annual General Meeting	Board Retreat	Board	Audit & Risk Committee (ARC)	Nominating & Remuneration Committee (NRC)	Technology Committee (TC)	Sustainability Committee (SC)
	1	1	4	4	2	4	2
TAN KIM SIEW (Board Chairman) (NRC Chairman)	1/1	1/1	4/4	–	2/2	4/4	2/2
CHENG SIAK KIAN (Deputy Chairman)	1/1	1/1	4/4	–	2/2	4/4	–
SIM WING YEW (Chief Executive Officer)	1/1	1/1	4/4	4/4 ⁽¹⁾	2/2 ⁽¹⁾	4/4	2/2
KARINA YEW-HOONG GIN (TC Chairman)	1/1	1/1	4/4	–	–	4/4	–
NGAN WAN SING WINSTON	–	1/1 ⁽²⁾	–	–	–	–	–
OOI BENG CHIN	1/1	1/1	4/4	–	–	4/4	–
JUNE SEAH LEE KIANG ⁽³⁾	1/1	1/1	4/4	4/4	–	–	2/2
SHIM PHYAU WUI, VICTOR	1/1	1/1	4/4	4/4	–	4/4	2/2
SOH CHUNG HIAN, DANIEL (ARC Chairman)	1/1	1/1	4/4	4/4	2/2	–	–
TAN POH HONG (SC Chairman)	1/1	1/1	4/4	4/4	2/2	2/2 ⁽⁴⁾	1/1 ⁽³⁾
WONG YOKE WOON	1/1	1/1	4/4	4/4	2/2	–	–

Legend:

- Independent Non-Executive Director
- Non-Independent Non-Executive Director
- Non-Independent Executive Director

Notes:

- (1) Mr Sim Wing Yew is not a member but attended meetings by invitation of the ARC and NRC.
- (2) Mr Ngan Wan Sing Winston attended by invitation of the Board.
- (3) With effect from 1 June 2025, Ms Tan Poh Hong joined the SC and was appointed the Chairperson of the SC. Concurrently, Ms June Seah Lee Kiang stepped down as the Chairperson but remained a member of the SC.
- (4) With effect from 1 June 2025, Ms Tan Poh Hong stepped down as a member of the TC.

1.6 Access to Information

Prior to each Board and Board Committee Meeting, and where appropriate, Management provides Directors with complete, adequate and timely information to enable them to make informed decisions and to effectively discharge their duties and responsibilities. In addition, the Board receives monthly management accounts, updates on key performance indicators and quarterly Investor Relations ("IR") Reports which include summaries of IR activities as well as analysts' and investors' views and feedback. These reports enable the Board to make well-considered business decisions and to remain apprised of the Group's key challenges, opportunities and developments. As a general rule, papers and reports for Board and Board Committee meetings are circulated to Directors in advance of the meetings to allow sufficient time for review and consideration, thereby facilitating productive and effective discussions. Where information is distributed electronically, appropriate security measures, including encryption, are implemented to safeguard the confidentiality of the information.

Directors can request for additional information and have full access to the Management. The Management provides information requested by Directors for their meetings and decision making in a timely manner.

1.7 Independent Professional Advice

Should there be a need to obtain independent professional advice on matters relating to the businesses of the Group or issues affecting the duties of the Directors, the Company will arrange for the appointment of relevant professional advisers at its own cost.

1.8 Company Secretaries

The Company Secretaries assist in organising the Board and Board Committee Meetings, and prepare the agenda in consultation with the Board Chairman, the CEO and the Chairpersons of the respective Board Committees. The Company Secretaries attend all Board Meetings and ensure that at least one attends the Board Committee Meetings.

The Company Secretaries keep the Directors informed of any significant developments or events relating to the Group, including updates on all relevant rules and regulations. The Directors have separate and independent access to the Company Secretaries. The appointment and removal of the Company Secretaries are subject to the approval of the Board.

Principle 2: Board Composition and Guidance

Board Composition

The Company has consistently met or exceeded the minimum requirements of the 2018 Code and Rule 210(5)(c) of the SGX-ST Listing Manual by ensuring that at least one-third of the Board is independent and the majority is non-executive.

As part of the Board's succession and renewal plans, Mr Ngan was appointed an Independent NED of the Company with effect from 1 January 2026. The Board is of the view that Mr Ngan, who has a great wealth of audit and accounting knowledge and experience, would have the necessary competencies and skills to succeed Mr Soh Chung Hian, Daniel ("**Mr Soh**") as the ARC Chairman after Mr Soh steps down as a Director in April 2027 before he ceases to be considered independent under Rule 210(5)(d)(iv) of the SGX-ST Listing Manual.

As at 31 December 2025, the Board comprised ten Directors with 70% of the Board being independent Directors. Except for Mr Sim Wing Yew, the CEO who is a Non-Independent Executive Director, as well as Mr Cheng Siak Kian ("**Mr Cheng**"), the Deputy Chairman, and Professor Ooi Beng Chin who is a Non-Independent NED (Mr Cheng and Professor Ooi are deemed non-independent as they are nominees of ComfortDelGro Corporation Limited ("**ComfortDelGro**") which is a substantial shareholder of the Company), all the remaining seven NEDs are considered by the NRC to be independent.

2.1 Independent Judgement

All Directors are aware of their fiduciary duties and exercise due diligence and independent judgement in ensuring that their decisions are objective and in the best interests of the Company and its Group.

A Director must not vote in respect of any contract or arrangement in which the Director is interested in accordance with Regulation 93 of the Company's Constitution. Each Director makes it a point to declare to the Board should he/she have any interest in the subject matter before any discussion or decision-making process and recuse himself/herself therefrom to avoid any compromise in the Board's objectivity in its judgement or decision-making.

The Board's practices in relation to conflicts of interest are set out in the section 'Conflicts of Interest' on page 25 above.

2.2 Independent Directors

As mentioned above, as at 31 December 2025, the Board comprised ten Directors with 70% of them being Independent NEDs. There is a strong level of independence in the Board, and the Board composition exceeds the requirement under the SGX-ST Listing Rules and the 2018 Code that at least one-third of the Board must be independent Directors. It is also noted that the Board Chairman, Deputy Chairman and CEO are different persons and are not immediate family members, and the Board Chairman and Deputy Chairman are not part of the Management team. No person will be able to influence the decisions of the Board as Independent NEDs continue to be the majority.

Assessment of Director Independence

The NRC is responsible for assessing the independence of the Directors on an annual basis. Each Director is required to complete a Confirmation of Independence checklist which is drawn up in accordance with Rule 210(5)(d) of the SGX Listing Rules and the 2018 Code and requires each Director to assess his/her own independence. Each Director is required to declare any circumstances in which he/she may be considered non-independent. The NRC will then review the Confirmation of Independence to determine whether a Director is independent.

The NRC deems a Director who is associated with a substantial shareholder in the current and immediate past financial year as non-independent.

In the case of Board Chairman Dr Tan, the NRC noted that he is an Independent NED of SBS Transit Ltd ("**SBST**") which is a principal subsidiary of ComfortDelGro. The value of transactions between the Group on the one hand and SBST and its subsidiaries ("**SBST Group**") on the other was in excess of S\$200,000 for FY2025. All transactions were on an arm's length basis.

Notwithstanding the foregoing, the Board concurred with the view and recommendation of the NRC that Dr Tan remains an Independent Director of the Company for the following reasons:

- (i) the value of transactions in FY2025 between the Group and the SBST Group was not substantial in relation to the total revenue of the Group or the SBST Group. Further, the transactions were on an arm's length basis;
- (ii) Dr Tan is not a member of the Company's ARC which reviews and approves interested person transactions exceeding S\$100,000;
- (iii) Dr Tan would declare any conflict of interest and recuse himself from deliberating and voting on any matter that involves the SBST Group;
- (iv) Dr Tan's independence is reviewed annually or as and when necessary; and

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- (v) Dr Tan is and has been acting in the best interest of the Company.

Mr Cheng is deemed non-independent as he is both a nominee and the Managing Director/Group CEO ("MD/GCEO") of ComfortDelGro. Mr Sim Wing Yew is deemed non-independent as he is the Executive Director and CEO of the Company. Professor Ooi Beng Chin is deemed non-independent as he is a nominee and Director of ComfortDelGro.

Except for the CEO, none of the Directors had served on the Board for more than nine years as at 31 December 2025. In determining the independence of a Director with less than nine years of service, the NRC's approach has been a holistic one, taking into consideration various factors such as whether the Director has any interest, business, relationship and/or any other material contractual relationship with the Group which could compromise or reasonably be perceived to compromise his/her independence and interfere with the exercise of his/her independent business judgement.

The Board is of the view that all Independent Directors remain independent in the exercise of their judgement on Board matters. Other than the CEO who is in any event the Executive Director and hence non-independent, SGX-ST Listing Rule 210(5)(d)(iv) does not apply to any of the Directors in office as at 31 December 2025.

The NRC will continue to review the independence of the Directors of the Company on an annual basis and as and when material circumstances change.

2.3 Non-Executive Directors

As at 31 December 2025, the Board comprised ten Directors with 90% of them being NEDs. The NEDs are led by the Independent Non-Executive Chairman of the Board.

2.4 Board Size, Composition, Diversity and Competency

The NRC examines the size and composition of the Board and the Board Committees annually to ensure an appropriate balance and diversity of skills, knowledge, experience, age and gender and that the size is conducive for effective discussion and decision making, with an appropriate number of independent Directors. The NRC also takes into consideration the promotion of tripartism experience from labour, government and business, to foster constructive debate to enhance the Board's ability to discharge its duties and responsibilities effectively.

The bulk of the Group's businesses is regulated. Having considered the scope and nature of the operations of the Group and the requirements of its businesses, the NRC and the Board are of the view that 9 to 11 Directors on the Board would be appropriate. The current number of 11 Directors, considering that Prof Shim and Ms June Seah Lee Kiang ("Ms Seah") will be retiring at the Annual General Meeting ("AGM") to be held in April 2026, is appropriate.

The Group is committed to building an open, inclusive and collaborative culture and recognises the importance of all aspects of diversity in supporting the achievement of its strategic objectives, growth and sustainable development.

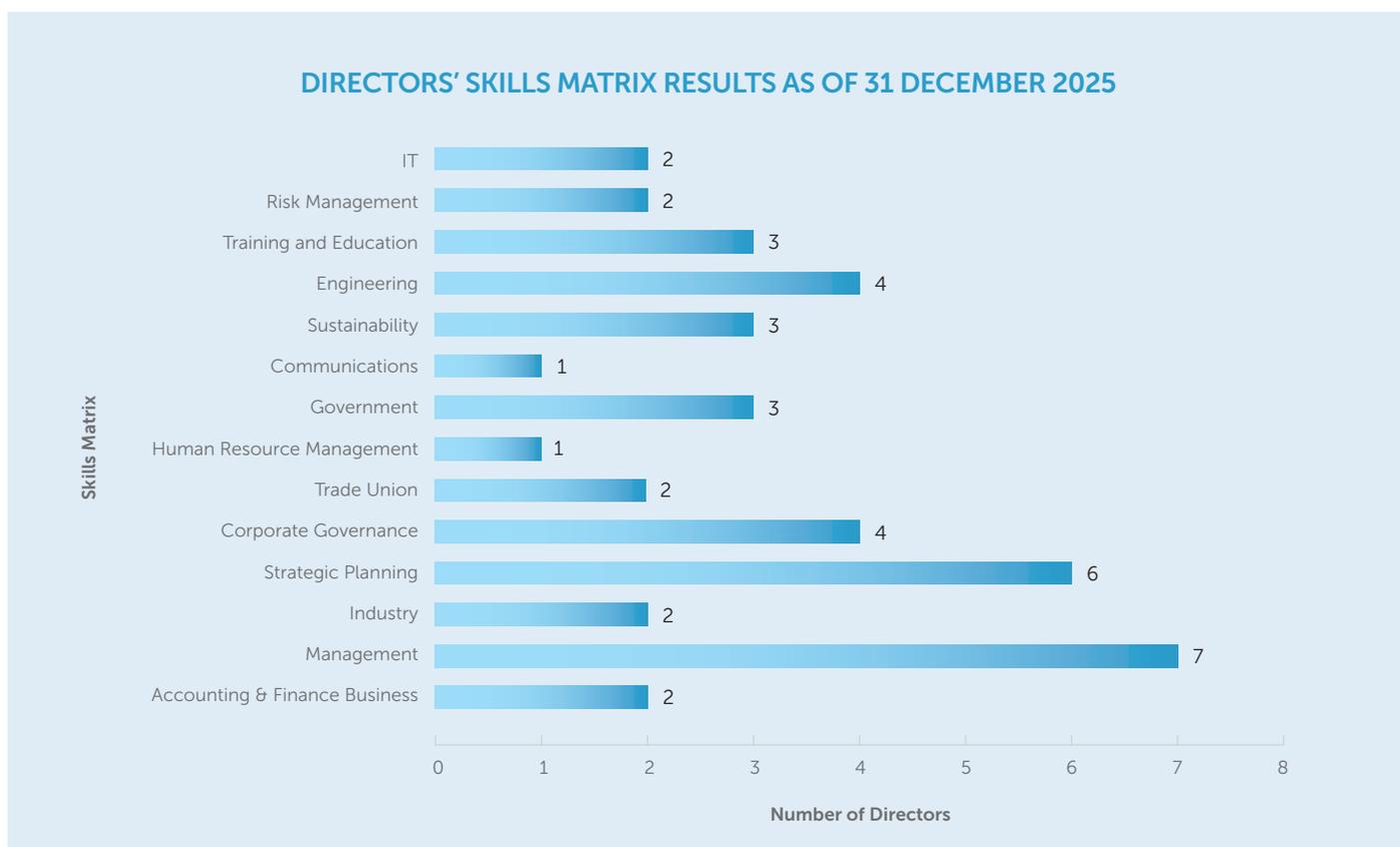
Board Diversity Policy

The Company has adopted a Board Diversity Policy since 2019, which is reviewed annually and focusses on ensuring an appropriate balance and mix of skills, knowledge, experience, age, gender and other aspects of diversity within the Board to avoid groupthink and bias, and instead foster constructive debate and achieve effective decision-making in the best interests of the Group. Under the Board Diversity Policy, the NRC will discuss and agree annually the relevant measurable targets for promoting and achieving diversity in the composition of the Board and Board Committees and make its recommendations for consideration and approval by the Board.

In reviewing the Board composition and succession planning, the NRC considers various aspects of diversity, with all Board appointments and re-appointments based on merit, and due consideration being given to a candidate's suitability in strengthening the diversity of skills, experience, age, gender, knowledge and core competencies of the Board relevant to the Group. In relation to gender diversity, the Board ensures that female candidates are included for consideration when identifying suitable candidates for new appointments to the Board, and that at least one female Director sits on each Board Committee including the NRC. As at 31 December 2025, out of ten Directors on the Board, four Directors (or 40%) were females, with three female Directors sitting on the ARC, two female Directors sitting on the NRC and the SC and one female Director sitting on the TC. The number of female Directors on the ARC, the NRC and the SC exceeds the number in the guideline in the Company's Board Diversity Policy while the number of female Directors on the TC meets the guideline. With four females (or 40% female Directors) on the Board as at 31 December 2025, the Board has achieved its target in respect of Board gender composition. The Company has also exceeded the target of the Council for Board Diversity to have at least 25% of Board seats held by females by 2025.

The Directors are individuals with leadership experiences in business, government and the labour movement and with a broad diversity of expertise and experience including accounting, finance, technical testing, engineering, business management, strategic planning, corporate governance, trade union and human resource management, sustainability, information technology and risk management, which are important to the Group as the Group is in the vehicle and non-vehicle testing business and has to deal with various stakeholders including members of the public (being its customers), trade associations and professional bodies and regulators. Each Director provides a valuable network of industry contacts and brings different perspectives and ideas at Board and Board Committee discussions.

Based on the Board performance evaluation results for FY2025, the skills matrix of the Board are detailed below:



The NRC is satisfied that the current Board and Board Committees comprise Directors who as a group provide an appropriate balance and diversity of skills, knowledge, experience, age, gender, and core competencies required for the Board and Board Committees to discharge their responsibilities effectively and ensure that the Group continues to be able to meet the challenges and demands of the markets in which it operates.

Prof Shim and Ms Seah, who are in their ninth year of service on the Board, will be retiring at the 2026 AGM. Additionally, the NRC noted that the Board Chairman Dr Tan and Mr Soh will cease to be regarded as independent at the 2028 AGM. For proper succession planning, the Board has initiated a search for qualified replacement candidates, prioritising diversity and addressing identified competency needs. As a result of this process, Prof Gin was appointed to the Board on 1 November 2024 to address technical skills requirements following Prof Shim's retirement, while Mr Ngan joined on 1 January 2026 to provide audit and accounting expertise to the ARC ahead of Mr Soh's retirement as ARC Chairman in 2027. The main focus is to identify an appropriate successor for the Chairman of the Board. The NRC and the Board will continue to assess the Board's size and composition annually, ensuring alignment with the Group's business objectives and governance standards.

The Company sources for suitable candidates through the recommendations of the existing Directors, other contacts, and a variety of independent sources, which may include external consultants, to find the right match of potential candidates with the Company.

Nonetheless, the selection of Directors will ultimately be based on merit against a set of objective criteria that complements and expands the skills, knowledge, industry and business experience of the Board as a whole, and after having given due regard to the overall balance and effectiveness of a diverse Board to serve the needs of the Group.

The individual profile of the Directors, their listed company directorships and principal commitments held currently and/or in the preceding five years, are found in the 'Board of Directors' and 'Directors' Particulars' sections on pages 6 to 11 and pages 53 to 55 of this Annual Report.

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BOARD INDEPENDENCE

(As at 31 December 2025)

Independent
Non-Executive Director



Non-Independent
Non-Executive Director



Non-Independent
Executive Director



BOARD GENDER DIVERSITY

(As at 31 December 2025)

Female



Male



DIRECTORS' LENGTH OF SERVICE

(As at 31 December 2025)

Served Less Than 9 Years



Served More Than 9 Years



2.5 Non-Executive Directors' Participation

All the NEDs have unrestricted access to the Management and are well supported by accurate, complete and timely information, including monthly and quarterly performance reports. They participate actively at Board and Board Committee Meetings to constructively challenge the Management and help develop proposals on business strategy and other business and governance issues. They also review the performance of the Management in meeting agreed goals and objectives and monitor the reporting of performance.

As at 31 December 2025, all the members of the ARC and NRC were NEDs. There is no Executive Director on these Board Committees. However, the CEO is invited to attend the ARC and NRC meetings to provide feedback and emphasise the responsibilities placed on the Management.

From time to time when required, the NEDs led by the independent Non-Executive Chairman or other independent NED as appropriate, meet without the presence of the Management before or after Board

Meetings. The chairperson of such meetings provides feedback to the Board and/or the Board Chairman as appropriate.

Principle 3: Chairman and Chief Executive Officer

3.1 Chairman and Chief Executive Officer

The roles of the Board Chairman and the CEO are kept separate and distinct to ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision making. This is a deliberate policy agreed by the Board and one that is strictly adhered to. This ensures Management accountability and Board independence.

3.2 Roles and Responsibilities of Chairman and Chief Executive Officer

The responsibilities of the Board Chairman and the CEO are set out in writing, with the Board Chairman responsible for the effective functioning of the Board, and the CEO responsible for the operations and management of the Group's businesses. The Board Chairman and the CEO are not related.

Roles and responsibilities of Board Chairman

The Board Chairman:

- (i) Leads the Board, facilitates effective contribution of all Directors, sets the agenda and promotes comprehensive, rigorous and open discussions at Board meetings among the Directors, as well as between the Board and Management;
- (ii) Oversees the translation of the Board's decisions into executive action;
- (iii) Ensures adequacy and timeliness of information flow between the Board and Management and effective communications with shareholders and other stakeholders;
- (iv) Encourages constructive conversations and cordial relations within the Board, between the Board and Management and the Board and the CEO; and
- (v) Promotes high standards of corporate governance and transparency.

Roles and responsibilities of CEO

The CEO is the highest-ranking executive in the Group. He is given full executive responsibility in the Group. His primary responsibilities include making major corporate decisions, managing the overall operations and resources of the Group, and acting as the main point of communication between the Board and corporate operations. He is responsible for implementing the corporate strategy and is accountable to the Board for the Group's performance and ensuring efficient allocation of capital across the Group. The CEO is also responsible for setting an example of leadership and creating a conducive environment towards a sustainable work culture that builds teams to succeed and attract talent. The CEO also serves as the public face of the Group, engaging in media and public relations.

The CEO is given full executive responsibility for the management of the Group's businesses and the implementation of the Group's strategies and policies as decided by the Board, and reports to the Board on a regular basis.

3.3 Lead Independent Director

The appointment of a Lead Independent Director is not required, as the majority of the Board (including the Board Chairman) are independent Directors and none of them is part of the Management or has a relationship with the CEO and his immediate family members. Moreover, the ARC Chairman is readily available to shareholders if they have concerns for which contact through the normal channels of communication with the Board Chairman or Management may be inappropriate or inadequate.

The Board's practices in relation to conflicts of interest are set out in the section 'Conflicts of Interest' on page 25 above.

3.4 Internal and External Stakeholders' Communication

The Board Chairman, Deputy Chairman and the CEO represent the Board at official functions and meetings with shareholders and other stakeholders such as employees, regulators and customers, according to appropriateness and availability. A detailed description of our engagements with stakeholders can be found in our Sustainability Report.

Principle 4: Board Membership

There is a formal and transparent process for the appointment and re-appointment of Directors to the Board, taking into account the need for progressive renewal of the Board.

4.1 Roles and Responsibilities of the Nominating and Remuneration Committee

The NRC is responsible for (i) regularly reviewing the composition of the Board, identifying and proposing suitable candidates for appointment to the Board and ensuring succession plans are in place for Directors and KMP (the "NC Role"); and (ii) setting the framework for Directors' Fees and the Group's remuneration policies and framework for KMP (the "RC Role"). Details of the RC Role are found on pages 38 to 43 of this Annual Report.

NC Role

The renewal of Board membership is an ongoing process to ensure good governance and to maintain relevance in a changing business environment. All decisions by the NRC are made by a majority of votes of the NRC members who are present and voting. The key terms of reference of the NRC, in relation to nomination matters, include the following:

- (i) Review the structure, size and composition of the Board;
- (ii) Review the succession plans for Directors and the talent management and succession plans for KMP, and make recommendations to the Board on the appointment, replacement and re-appointment of Directors and KMP, including the appointment and/or replacement of the Board Chairman and CEO;
- (iii) Develop and maintain a formal performance evaluation framework to assess and evaluate the effectiveness of the Board, its Board Committees and individual Director's performance;

CORPORATE

GOVERNANCE

- (iv) Assess the effectiveness of the Board and Board Committees and contributions by each individual Director to the effectiveness of the Board;
- (v) Determine annually, and as and when circumstances require, if a Director is independent; and
- (vi) Make recommendations to the Board on the review of training and professional development programmes for the Board and the Directors.

4.2 Composition of the Nominating and Remuneration Committee

As at 31 December 2025, the NRC comprised five NEDs, of whom four including the NRC Chairman are independent. The composition of the NRC therefore complies with the requirement under the 2018 Code that the NC comprises at least three directors, the majority of whom, including the NC Chairman, are independent.

4.3 Process for Selection, Appointment and Re-Appointment of Directors

As part of the Board succession plans, potential candidates may be identified from time to time for appointment to the Board after the NRC evaluates and assesses their suitability in strengthening the diversity of skills, experience, age, gender, knowledge and relevant core competencies of the Board, whilst ensuring that there is a balanced tripartism experience from government, labour and business to avoid unproductive group-think and bias.

The process for selection of new Directors is as follows:

- (i) The NRC assesses the desired competencies and attributes of the Board taking into account the Group's businesses and its strategic objectives as well as the need for diversity on the Board.
- (ii) The NRC then assesses the competencies and attributes to include into the current representation to achieve the desired mix. This forms the basis for selection of new Directors.
- (iii) New Directors are sourced through various channels, including recommendations of Directors and Management and if required, external search consultants.
- (iv) Potential candidates are interviewed by the NRC to assess suitability and commitment.
- (v) The NRC makes recommendations to the Board for approval.

The Constitution of the Company provides that one-third of the Directors are subject to retirement and re-election by rotation at every AGM. All Directors are required to retire from office at least once every three years. Re-election is, however, not automatic, and all Directors are assessed by the NRC on their competencies, commitment, past performance and contributions before being recommended to shareholders for re-election at the AGM. Newly appointed Directors are also subject to retirement and re-election at the AGM immediately following their appointments.

At the forthcoming AGM, Dr Tan, Mr Cheng, Prof Shim and Ms Seah are due for retirement pursuant to Regulation 98(b) of the Constitution, while Mr Ngan is due for retirement pursuant to Regulation 99 of the Constitution. As Prof Shim and Ms Seah are in their ninth year of service on the Board, they have expressed their intention to retire as Directors at the 2026 AGM and will not be seeking re-election. Dr Tan, Mr Cheng and Mr Ngan will be seeking re-election at the AGM.

Alternate Director

Consistent with the 2018 Code, there is no alternate Director on the Board.

4.4 Review of Independence

The process undertaken by the NRC to review the independence of the Directors is set out on pages 31 to 32 above.

The Nine-Year Rule

In determining the independence of a Director with less than 9 years of service, the NRC's approach has been a holistic one, taking into consideration various factors such as whether the Director has any interest, business, relationship and/or any other material contractual relationship with the VICOM Group which could compromise or reasonably be perceived to compromise his/her independence and interfere with the exercise of his/her independent business judgement. Subject to SGX-ST Listing Rule 210(5)(d)(iv), which states that a Director will not be independent if he has been a Director of the issuer for an aggregate period of more than nine years (whether before or after listing), the length of service is not a critical factor in determining the independence of any Director but it should nevertheless remain one of the factors in considering Directors' independence.

The NRC will continue to review the independence of the Directors of the Company on an annual basis and as and when, material circumstances change.

4.5 Multiple Directorships and Principal Commitments

The NRC subscribes to the view that it is important for Directors to devote sufficient time and attention to the affairs of the Group. Consistent with the guidelines in the 2018 Code, the NRC and the Board have adopted the following as a proactive step to ensure this:

- (i) A Director who is in full-time employment should not serve as a Director on the Board of more than two listed companies; and
- (ii) A Director who is not in full-time employment should not serve as a Director on the Board of more than five listed companies.

Listed companies within a group should be considered as one entity.

As the number of board representations should not be the only measure of a Director's commitment and ability to contribute effectively, the NRC takes the view that if a Director wishes to hold more board representations than the maximum stated in the guidelines, a request must be made to the Chairman of the Board for approval. As a policy, the Board Chairman himself should not hold more than five directorships in listed companies if he is not in full-time employment and not more than two directorships in listed companies if he is in full-time employment.

In assessing a Director's contribution, the NRC takes a holistic approach. Focusing solely on the Directors' attendance at the Board and Board Committee Meetings per se may not be an adequate evaluation of the contribution of the Directors. Instead, their ability to provide valuable insights and strategic networking to enhance the businesses of the Group, availability for guidance and advice outside the scope of formal Board and Board Committee Meetings and contributions in specialised areas are also factors relevant in assessing the contributions of the Directors.

As a policy, the CEO, being an Executive Director of the Company, besides adhering to the guidelines set on the maximum number of board representations on listed companies, will also have to seek the approval of the Board Chairman before accepting any directorships of companies not within the Group. In considering whether to grant the approval, the Board Chairman will consider the time commitment of the CEO and whether the new external directorships will provide strategic fit and networking for the businesses of the Group. The Board Chairman will also ensure that the CEO does not accept appointments to the boards of competitors.

As at 31 December 2025, all Directors (except Ms Tan Poh Hong) complied with the guidelines on multiple board representations. Ms Tan Poh Hong has six listed company directorships (including the Company) but she had accepted the invitation for the sixth appointment before the number of board representations was revised by the NRC in November 2023 from six to five and had obtained the previous Board Chairman's approval before accepting the sixth appointment. Further, the NRC is satisfied that Ms Tan had attended all designated Board and Board Committee meetings in FY2025 and had also contributed actively during discussions with the other Directors and Management. Accordingly, the NRC is satisfied of Ms Tan's ability to diligently discharge her duties as a Director of the Company.

4.6 Board Succession Planning

The NRC makes recommendations to the Board on the review of succession planning for Directors, in particular the Board Chairman and the CEO, as well as KMP, as follows:

- (i) Long-term planning, to identify competencies needed for the Company's strategy and objectives;
- (ii) Medium-term planning, for the orderly replacement of Board members and KMP; and
- (iii) Contingency planning, for preparedness against sudden and unforeseen changes.

In relation to Directors, the NRC aims to maintain an optimal Board composition by considering the trends and factors affecting the long-term success of the Company, reviewing the skills needed, and identifying gaps, which includes considering whether there is an appropriate level of diversity of thought.

In relation to KMP succession, the NRC takes an active interest in the performance and management of key talent within the Group, including identifying strong candidates and developing them to take on senior positions in the future.

4.7 Key Information on Directors

The profiles of the Directors and key information are set out in this Annual Report from pages 6 to 11. The Notice of AGM sets out the Directors proposed for re-election or re-appointment at the forthcoming AGM. Key information on Directors is also available on the Company's website.

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GOVERNANCE**Principle 5: Board Performance**

Each year, the Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its Board Committees and individual Directors.

5.1 Board Performance Evaluation

The NRC is delegated by the Board to undertake a process to assess the effectiveness of the Board in terms of overall performance and growth of the Group, achieving a reasonable return for shareholders, preventing conflicts of interest and balancing the competing demands of the Group. In evaluating the contributions and performance of each individual Director, factors taken into consideration include attendance at AGM, Board and Board Committee Meetings and corporate activities, contributions in specialist areas and maintenance of independence.

The performance criteria are determined by the NRC and approved by the Board, and do not change from year to year.

5.2 Annual Board Performance Evaluation Process

The FY2025 annual evaluation process for the Board, Board Committees and individual Directors involves the following:

- (i) Each Director completes an individual director self-assessment form.
- (ii) The NRC Chairman completes a Board performance evaluation questionnaire.
- (iii) Each Board Committee Chairperson completes the relevant Board Committee performance evaluation questionnaire.
- (iv) The completed Board performance evaluation questionnaire and the responses to the individual director self-assessment forms are reviewed by the NRC, while each completed Board Committee performance evaluation questionnaire is reviewed by the respective Board Committees.

- (v) The reviewed Board and Board Committee performance evaluation questionnaires and responses to the individual self-assessment forms (collectively, the "**Reviewed Responses**") are collated by the Company Secretaries and reviewed by the NRC.
- (vi) The Reviewed Responses are tabled at the Board meeting for review, endorsement and discussion on possible areas for improvement to enhance overall effectiveness.

The performance evaluation includes key points such as the Board composition and size, Board accountability, conduct of Board and Board Committee meetings, standards of conduct and whether the Directors have discharged their duties effectively.

2. Remuneration Matters**Principle 6: Procedures for Developing Remuneration Policies**

VICOM recognises the importance of having a skilled and dedicated workforce to manage and grow the Group's businesses in an increasingly competitive and challenging environment. It therefore places great emphasis on motivating staff through engagement, recognition and an alignment of rewards to corporate and individual performance as well as long-term interests of the Group and shareholders.

The Board has a formal and transparent process for developing policies on Director and executive remuneration, and for fixing the remuneration packages of individual Directors and KMP. No Director is involved in deciding his or her own remuneration.

6.1 Roles and Responsibilities of the Nominating and Remuneration Committee**RC Role**

In relation to the RC Role, the NRC plays an important role in setting the Group's remuneration framework and strategy for the compensation of both Directors and KMP. As per the terms of reference, the NRC

makes recommendations to the Board on the specific remuneration package for each Director, appropriate to the level of contributions from them. In respect of the KMP, it reviews their remuneration with the purpose of developing talent and building leadership bench strength to ensure the Group's continued success and the enhancement of shareholder value.

6.2 Composition of the Nominating and Remuneration Committee

As at 31 December 2025, the NRC comprised five NEDs, of whom four including the NRC Chairman are independent. The composition of the NRC therefore complies with the requirement under the 2018 Code that specifies that the RC comprises at least three Directors, all of whom are non-executive and the majority of whom, including the Chairman of the RC, are independent.

6.3 Remuneration Matters

The NRC considers all aspects of remuneration, including the terms of termination, to ensure they are fair.

All decisions by the NRC are made by a majority of votes of the NRC members who are present and voting. Any member of the NRC with a conflict of interest in relation to the subject matter under consideration will abstain from voting, approving or making recommendations that would affect the decisions of the NRC. The CEO is not present at and does not participate in any NRC discussions pertaining to his own compensation and his performance. He is, however, in attendance when the compensation of other KMP is discussed. Further, no Director is involved in deciding his or her own remuneration.

The key terms of reference of the NRC, in relation to remuneration matters, include the following:

- (i) Establish a formal and transparent procedure for developing the Group's remuneration policies and for fixing the remuneration packages of individual Directors and KMP, and review the remuneration framework and strategy for executive compensation, with the purpose of developing talent and building leadership bench strength to ensure the Group's continued success;
- (ii) Review and recommend to the Board the remuneration framework and the specific remuneration packages for the Directors, and ensure that the level of remuneration offered is appropriate to the level of contribution;
- (iii) Review and approve the remuneration framework and the specific remuneration packages of KMP to ensure that they are aligned with the long-term interests of the Group and to ensure that the overall remuneration package is appropriate to attract, retain and motivate KMP to provide good stewardship of the Group and to successfully manage the Group for the long term; and
- (iv) Review the Group's obligations arising in the event of termination of Directors' and KMP's services to ensure that they are fair, reasonable and equitable including the cessation of financial incentives that have been earned but not yet disbursed due to exceptional circumstances of misstatement or misconduct.

6.4 Access to ComfortDelGro Group Chief Human Resource Officer and Appointment of External Remuneration Consultants

The NRC has unrestricted access to the ComfortDelGro Group Chief Human Resource Officer who provides the relevant market remuneration data and practices to the Committee. The NRC may also seek external independent expert advice on such matters where needed. Where such advice is sought, the NRC will ensure that there is no existing relationship between the Group and its appointed consultants that will affect the independence and objectivity of the consultants.

The Group continued to engage the services of an external consulting firm, Willis Towers Watson, in FY2025, to conduct an executive compensation benchmarking exercise for an independent review of the compensation packages of its senior executives.

The NRC is of the view that there is no existing relationship between Willis Towers Watson and the Group that would affect their independence and objectivity.

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GOVERNANCE**Principle 7: Level and Mix of Remuneration**

The Group is transparent on its remuneration policies, level and mix of remuneration, the procedures for setting remuneration, and the relationship between remuneration, performance and value creation.

The level and structure of remuneration of the Board and KMP are appropriate and proportionate to the sustained performance and value creation of the Group, taking into account the strategic objectives of the Group, and are appropriate to attract, retain and motivate the Directors and KMP to successfully manage the Group for the long term.

7.1 Performance-Related Remuneration

Our remuneration policy is designed to align employee interests with long-term shareholder value. The Group typically adopts a blend of fixed and variable compensation in the proportions for the different level of employees as follows:

- Senior Management: 50% Fixed | 50% Variable
- Middle Management: 60% Fixed | 40% Variable
- Rank-and-File: 70% Fixed | 30% Variable

For the CEO, KMP and senior management staff, a substantial variable component, linked to Balanced Scorecard measurements, ensures that their rewards are commensurate with the value they create for the business. Our scorecard includes key financial and non-financial performance indicators in categories such as Financial, Customers, Digitalisation, People and ESG. In addition, ComfortDelGro has allocated 20% of the long-term incentives directly to the ESG metrics.

Short-Term and Long-Term Incentive Schemes

Eligible employees of the Group are eligible to participate in the ComfortDelGro Executive Share Award Scheme (“**CDG ESAS**” or the “**Scheme**”).

ComfortDelGro in 2018 implemented the CDG ESAS for Executive Directors and Key Executives as part of the long-term incentive programme to attract talent, retain them and reward those who make significant contributions to the ComfortDelGro Group. Key executives of the Group are eligible to participate in the Scheme.

The share awards would be granted conditionally upon performance targets being met and would have a vesting schedule whereby only a portion of the benefits would be vested each year. The grant of the shares may be withdrawn or clawed-back in the event of exceptional circumstances of material misstatement of financial results or misconduct resulting in financial or other losses for the ComfortDelGro Group.

The aggregate number of shares which may be issued pursuant to the Scheme and any other share-based schemes (if applicable) shall not exceed in aggregate (for the entire duration of the Scheme) two per centum (2%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) from time to time.

Total share awards granted to the Executive Director of the Company in FY2025 under the Scheme are as follows:

NAME OF PARTICIPANT	SHARE AWARDS GRANTED DURING FY2025	AGGREGATE SHARE AWARDS GRANTED SINCE COMMENCEMENT OF SCHEME TO END OF FY2025	AGGREGATE SHARE AWARDS VESTED SINCE COMMENCEMENT OF SCHEME TO END OF FY2025	AGGREGATE SHARE AWARDS OUTSTANDING AS AT END OF FY2025 (UNVESTED SHARES)
SIM WING YEW	90,000	370,000	174,000	196,000

7.2 Remuneration of Non-Executive Directors

The structure for the payment of fees to NEDs is based on a framework comprising basic fees, attendance fees and additional fees for serving on Board Committees and also where applicable, for undertaking additional services for the Group. The fees are subject to the approval of Shareholders at the AGM.

The CEO, being the Executive Director of the Company, does not receive any fees paid by the Company's subsidiaries for his directorships with the subsidiaries and such fees are instead paid directly by the subsidiaries to the Company. The CEO does not receive Directors' fees for his directorship with the Company.

The Directors' fee structure for FY2025 is set out below:

BOARD		BASIC FEE (PER ANNUM)
CHAIRMAN		S\$64,000
DEPUTY CHAIRMAN		S\$48,000
MEMBER		S\$32,000

BOARD COMMITTEE	ADDITIONAL FEES (PER ANNUM) AS	
	CHAIRMAN	MEMBER
AUDIT AND RISK COMMITTEE	S\$21,333	S\$14,933
NOMINATING AND REMUNERATION COMMITTEE	S\$12,800	S\$8,960
SUSTAINABILITY COMMITTEE	S\$10,667	S\$7,468
TECHNOLOGY COMMITTEE	S\$10,667	S\$7,468

The attendance fees payable to the NEDs for attendance at each Board and Board Committee meeting and the AGM for FY2025 are set out below:

MEETING	ATTENDANCE FEE (PER MEETING)
	IN-PERSON/DIAL-IN
BOARD / BOARD COMMITTEE MEETING HELD LOCALLY AND ANNUAL GENERAL MEETING	S\$2,000 / S\$1,000
BOARD / BOARD COMMITTEE MEETING HELD OVERSEAS	US\$2,000 / US\$1,000

7.3 Remuneration of Directors and Key Management Personnel

The NRC and the Board have reviewed and are satisfied that the framework for remuneration and specific remuneration package for each Director as well as for the KMP are appropriate to attract, retain and motivate the Directors to provide good stewardship of the Company and KMP to successfully manage the Company for the long term.

CORPORATE GOVERNANCE

Principle 8: Disclosure on Remuneration

8.1 Remuneration of Directors and Executives

CEO's Remuneration

CEO's remuneration for FY2025 is as follows:

REMUNERATION FY2025	BASE OR FIXED SALARY		VARIABLE OR PERFORMANCE-RELATED INCOME OR BONUSES		BENEFITS IN KIND		STOCK OPTIONS GRANTED	
	S\$	%	S\$	%	S\$	%	S\$	%
SIM WING YEW	402,600	42.01	402,600	42.01	Nil	Nil	Nil	Nil

Notes:

- (1) This is the value of the shares granted in FY2025 in respect of his performance in FY2024. The vesting of these grants comprises two components: (a) restricted shares component to be vested over a 3-year period and (b) performance shares component subject to the achievement of performance targets over a 3-year performance period.

Directors' Fees

Directors' fees are for services rendered by the NEDs on the Board as well as the various Board Committees and where applicable, for additional services provided to the Group. The amount includes Directors' attendance fees for scheduled Board and Board Committee meetings held throughout the year.

The total Directors' Fees of the NEDs in FY2025 payable by the Group are as follows:

BOARD	DIRECTORS' FEES FROM VICOM		DIRECTORS' FEES FROM SUBSIDIARIES		TOTAL DIRECTORS' FEES	
	S\$		S\$		S\$	
TAN KIM SIEW	119,736.03		Nil		119,736.03	
CHENG SIAK KIAN ⁽¹⁾	87,428.03		15,000.00		102,428.03	
KARINA YEW-HOONG GIN	59,468.01		Nil		59,468.01	
NGAN WAN SING WINSTON ⁽²⁾	Nil		Nil		Nil	
OOI BENG CHIN	59,468.01		Nil		59,468.01	
JUNE SEAH LEE KIANG	79,724.44		Nil		79,724.44	
SHIM PHYAU WUI, VICTOR	97,068.02		Nil		97,068.02	
SOH CHUNG HIAN, DANIEL	86,293.01		Nil		86,293.01	
TAN POH HONG	95,236.60		Nil		95,236.60	
WONG YOKE WOON	79,893.01		Nil		79,893.01	
TOTAL	764,315.16		15,000.00		779,315.16	

Notes:

- (1) Mr Cheng is a Director of JIC Inspection Services Pte Ltd which is a subsidiary of VICOM. Mr Cheng's Directors' Fees are paid to the Company's holding company, ComfortDelGro.
(2) Mr Ngan was appointed to the Board on 1 January 2026 and therefore did not receive any Directors' Fees for FY2025.

For FY2025, the NEDs did not receive any variable or performance-related income or bonuses, benefits in kind, stock options, share-based incentives and awards, and/or any other long-term incentives.

The total Directors' fees paid by the Company for FY2025 is within the amount of S\$768,000 that was approved by the Shareholders at the AGM held on 23 April 2025.

THE GROUP									
SHARE-BASED INCENTIVES AND AWARDS ⁽¹⁾		OTHER LONG-TERM INCENTIVES		EMPLOYER CPF		OTHER EMOLUMENTS		TOTAL AGGREGATE REMUNERATION PAID	
S\$	%	S\$	%	S\$	%	S\$	%	S\$	%
136,800	14.27	Nil	Nil	15,811	1.65	550	0.06	958,361	100.00

Key Management Personnel's Remuneration

The remuneration of the top five KMP having regard to the performance of the individuals and the Group, are as follows:

REMUNERATION BAND	THE GROUP								
	BASE OR FIXED SALARY	VARIABLE OR PERFORMANCE-RELATED INCOME OR BONUSES	BENEFITS IN KIND	STOCK OPTIONS GRANTED	SHARE-BASED INCENTIVES AND AWARDS ⁽¹⁾	OTHER LONG-TERM INCENTIVES	EMPLOYER CPF	OTHER EMOLUMENTS	TOTAL AGGREGATE REMUNERATION PAID
FY2025	%	%	%	%	%	%	%	%	%
S\$500,000 to S\$749,999									
CHUNG TYING CHUN	52.40	32.75	Nil	Nil	11.64	Nil	3.09	0.12	100.00
S\$250,000 to S\$499,999									
YUSOOF AYNUDDIN	61.30	35.76	Nil	Nil	Nil	Nil	2.80	0.14	100.00
LEE PECK KIM, MARY	53.36	33.35	Nil	Nil	7.84	Nil	2.20	3.25	100.00
LIM KOK SENG	68.97	24.43	Nil	Nil	Nil	Nil	6.37	0.23	100.00
Below S\$250,000									
YIP CHUN WAH	62.06	31.03	Nil	Nil	Nil	Nil	6.59	0.32	100.00

Notes:

- (1) This is the value of the shares granted in FY2025 in respect of the KMP's performance in FY2024. The vesting of these grants comprises two components: (a) restricted shares component to be vested over a 3-year period and (b) performance shares component subject to the achievement of performance targets over a 3-year performance period.

The total remuneration paid to these five KMP holding the key portfolios (who are not Directors or the CEO) amounted to S\$1,814,979 in FY2025.

Where the KMPs are Directors of the Company's subsidiaries, any Directors' Fees paid by the subsidiaries are not paid to the KMPs but are paid to the Company or the subsidiary which is the employer of the KMP.

8.2 Remuneration of Certain Related Employees

During FY2025, no employee whose remuneration exceeded S\$100,000 was a substantial shareholder

of the Company, or an immediate family member of a Director or the CEO. "Immediate family member" means the spouse, child, adopted child, step-child, brother, sister and parent.

8.3 Remuneration and Other Payments and Benefits from the Company and its Subsidiaries to Directors and Key Management Personnel

During FY2025, no other forms of remuneration and other payments and benefits, were paid by the Company and its subsidiaries to the Directors and KMP of the Company, except as disclosed in Sections 8.1 and 8.2 above.

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3. Accountability and Audit

The Board has overall accountability to the shareholders of the Company and ensures that the Group is managed well and guided by sustainable long-term strategic objectives. The Board is responsible for providing a balanced and understandable assessment of the Group's performance, position and prospects. Material price-sensitive and trade-sensitive information, annual reports and other material corporate developments are disseminated in a timely and transparent manner and posted on the Company's website as well as SGXNET. The financial results are reported semi-annually via SGXNET with an accompanying Negative Assurance by the Board to confirm that nothing has come to its attention that may render the results false or misleading in any material aspect. The Company believes that prompt and full compliance with statutory reporting requirements is fundamental to maintaining shareholder confidence and trust.

Dealings in Securities

The Group has a formal Policy on Securities – Restrictions Against Dealings to provide Directors and executives of the Group with guidance in relation to dealings in the securities of the Company, ComfortDelGro and SBST. Directors and executives of the Group are prohibited from dealing in the securities of the Company, ComfortDelGro and SBST during the period commencing one month before the announcement of the Company's, ComfortDelGro's and SBST's semi-annual results and full-year results (as the case may be) and ending on the date of the announcement of the relevant results. All Directors and executives are notified of the trading blackout periods before the start of the financial year and are given reminders prior to each trading blackout period.

All Directors and executives of the Group are also told that they must not deal in (i) the securities of the Company, ComfortDelGro and SBST on short-term considerations and/or while in possession of unpublished material price-sensitive and trade-sensitive information relating to the relevant securities; and (ii) the securities of other listed companies while in possession of unpublished material price-sensitive and trade-sensitive information relating to those securities.

The Group has put in place a standard operating procedure ("**SOP**") on compilation of information on privy persons who have access to material information of transactions that have yet to be disclosed to the public. The SOP prescribes that the person-in-charge of such transactions must remind all privy persons to keep all material information strictly confidential.

Principle 9: Risk Management and Internal Controls

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

9.1 Determination of the Nature and Extent of Significant Risks

Risk management is an important and integral part of the Group's strategic planning and decision-making process. Key risks are identified and presented to the ARC and the Board annually. Ownership of the risk management process is clearly defined and cascaded to the executive and functional levels, with stewardship retained at Senior Management. Action plans that are necessary to manage the risks are in place and closely monitored. The adequacy and effectiveness of the risk governance, risk policy and internal controls in place are also assessed as part of the process. Based on these reviews, the Board is of the view, with the concurrence of the ARC, that adequate and effective internal controls (including financial, operational, compliance and information technology control) and risk management systems are in place within the Group. A detailed description of the Group's approach to internal controls and risk management can be found from pages 56 to 62 of this Annual Report.

As part of the risk management process, all businesses are required to refresh their risk inventories, conduct risk prioritisation exercises, identify key and emerging risks, and develop the requisite risk controls and risk treatment action plans. The identified risks, their indicators and action plans are continually reviewed and reported.

The Internal and External Auditors conduct reviews in accordance with their respective audit plans. Any material non-compliance and recommendations for improvements on the internal controls are reported to the ARC. The ARC also reviews the effectiveness of the actions taken by Management on the recommendations made by the Internal and External Auditors. The recommendations are followed up as part of the Group's continuous review of the system of internal controls.

9.2 Assurance from the Chief Executive Officer, Chief Financial Officer and the Key Management Personnel

For FY2025, the Board has received assurance from the CEO and the Chief Financial Officer ("**CFO**") that:

- (i) the financial records have been properly maintained and the financial statements are prepared in compliance with the Singapore Financial Reporting Standards (International) and are correct in all material aspects and give a true and fair view of the operations and finances of the Group; and
- (ii) the Group's internal control systems (including financial, operational, compliance and information technology control) and risk management systems are adequate and effective.

Principle 10: Audit and Risk Committee

As at 31 December 2025, the ARC comprised five Independent NEDs. With the appointment of Mr Ngan as a member of the ARC with effect from 1 January 2026, the ARC comprises six Independent NEDs. None of the ARC members are previous partners or directors of the External Auditors within the previous 24 months and none of the ARC members hold any financial interest in the External Auditors. The Chairman and members of the ARC are rotated periodically. The Board has reviewed and is satisfied that the members of the ARC are appropriately qualified to discharge their responsibilities.

10.1 Roles and Responsibilities of the Audit and Risk Committee

The terms of reference of the ARC are aligned with the provisions of Section 201B(5) of the Companies Act 1967 (the "**Companies Act**") and include the following:

- (i) Review the half-year and full-year financial statements including significant accounting and financial reporting issues and judgements to ensure the integrity of the financial statements, as well as any formal announcements relating to the Group's financial performance and recommend to the Board the acceptance of such financial statements;
- (ii) Review and report to the Board at least annually the adequacy and effectiveness of the Group's internal control systems (including financial, operational, compliance and information technology) and risk management systems;
- (iii) Review the assurance from the CEO and the CFO on the financial records and financial statements as well as the Management's assurance on internal controls;
- (iv) Make recommendations to the Board on: (i) the proposals to the shareholders on the appointment, re-appointment and removal of the External Auditors; and (ii) the fees and terms of engagement of the External Auditors;
- (v) Review the effectiveness, adequacy, independence, scope and results of the Group's external audit and internal audit functions;
- (vi) Review the scope and results of the audits undertaken by the Internal and External Auditors, including non-audit services performed by the External Auditors to ensure that there is a balance between maintenance of objectivity and cost effectiveness;
- (vii) Review and approve the annual audit plans of the External Auditors;
- (viii) Review and approve the Internal Auditors' annual and three-year rolling work plans;

- (ix) Review the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on, including the Group's Whistle Blowing Policy. The Whistle Blowing Policy is described on page 48 of this Annual Report;
- (x) Review interested person transactions; and
- (xi) Assist the Board in fulfilling its corporate governance responsibilities and legal obligations in relation to the Group's performance, practices, strategies and policies for workplace safety and health of its employees, contractors, customers, and others affected by its activities, including its obligations under the Workplace Safety and Health Act 2006, the Approved Code of Practice on Chief Executives' and Board of Directors' Workplace Safety and Health ("**WSH**") Duties ("**COP**") and other relevant legislation and regulations.

The members of the ARC keep abreast of relevant changes to accounting standards and issues through attendance at relevant seminars/talks, articles and news circulated by the Company Secretaries and regular updates by the External Auditors at ARC Meetings.

10.2 Composition of the Audit and Risk Committee

As at 31 December 2025, the ARC comprised five Independent NEDs. With the appointment of Mr Ngan as member of the ARC with effect from 1 January 2026, the ARC comprises six Independent NEDs. The ARC members who collectively bring with them recent and relevant managerial and professional expertise in accounting and related financial management domains, are as follows:

- (i) Mr Soh Chung Hian, Daniel, Chairman of the ARC, is an Independent NED of VICOM. He is also a member of the NRC. Mr Soh is a fellow member of the Institute of Singapore Chartered Accountants. Mr Soh began his career in 1977 with Ernst & Young LLP, Singapore, and was a partner from 1990 till his retirement in December 2012. His 35 years of experience saw him auditing many publicly listed companies and working on many IPOs of listed companies. Mr Soh holds a Bachelor of Accountancy from the University of Singapore and a Master of Business Administration from the International Centre of Management in the United Kingdom.
- (ii) Mr Ngan Wan Sing Winston is an Independent NED of VICOM. He is a member of the ARC. Mr Ngan is a chartered accountant with more than 25 years of professional experience in the Asia Pacific and North America regions. His background spans audit, risk management, regulatory compliance,

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and corporate governance, with experience across the financial services and engineering sectors, as well as other regulated industries. Before retiring in 2020, he was a partner at Ernst & Young LLP ("**EY**"), where he managed the EY Financial Services Assurance practice. He is currently a Director and the Audit Committee ("**AC**") Chairman of HSBC Bank (Singapore) Limited. He concurrently sits on the Board of Directors of United Overseas Insurance Limited and also chairs its ARC. Mr Ngan holds a Master of Business Administration from York University, Toronto, Canada and a Bachelor of Science from Loughborough University of Technology, United Kingdom.

- (iii) Ms June Seah Lee Kiang is an Independent NED of VICOM. She is a member of the ARC and the SC. Ms Seah was formerly the Executive Director/Senior Advisor of Omise Payment SG Pte Ltd, a payment solutions company registered in Singapore with operations in Japan and Southeast Asia. She was also formerly General Manager of UOB Card Center before joining VISA International. She was a member of VISA's Asia Pacific Management Committee and headed up Merchant and Acquirer Partnerships for Asia Pacific, Central Europe, Middle East and Africa. Ms Seah holds a Bachelor of Social Science Degree with Second Upper Honours in Economics from the University of Singapore. Ms Seah will retire at the AGM in April 2026.
- (iv) Professor Shim Phiau Wui, Victor is an Independent NED of VICOM. He is a member of the ARC, the SC and the TC. Prof Shim was a Colombo Plan Scholar. He holds a Bachelor of Mechanical Engineering (First Class Honours) from the University of Auckland, New Zealand, a Master of Engineering from the National University of Singapore ("**NUS**"), and a Doctor of Philosophy from the University of Cambridge, United Kingdom. He is a registered Professional Engineer and a Senior Member of the Institution of Engineers, Singapore. He has received awards at NUS for Teaching Excellence, Innovative Teaching and Outstanding Service, and was conferred the Singapore National Day Public Administration Medal (Silver) in 2012. Prof Shim will retire at the AGM in April 2026.

- (v) Ms Tan Poh Hong is an Independent NED of VICOM. She is the Chairperson of the SC and a member of the ARC and the NRC. Ms Tan holds a BSc (Honours) in Estate Management from NUS, and a Master of Business Administration (with distinction) from New York University, United States of America. She was awarded the Public Administration Medal (Gold) in 2013 and the Public Service Medal in 1999 by the Singapore Government, and the National Trades Union Congress ("**NTUC**") Medal of Commendation in 2001.
- (vi) Ms Wong Yoke Woon is an Independent NED of VICOM. She is a member of the ARC and the NRC. Ms Wong holds an Executive Masters in Business Administration from the Singapore Management University, a Bachelor of Social Sciences from NUS and a Bachelor of Arts and Social Sciences from NUS. She also holds a Professional Diploma in Employment Relations from the NUS-Extension and Ong Teng Cheong Institute and a Graduate Diploma in Personnel Management from the Singapore Institute of Management.

The details of the ARC members' credentials are found on pages 6 to 11 of this Annual Report.

10.3 Confirmation of no Former Partners or Financial Interest

None of the ARC members are previous partners or directors of the Company's existing External Auditors within the previous 24 months and none of the ARC members hold any financial interest in the Company's existing External Auditors.

10.4 Internal Audit

The Internal Audit function of the Group is performed by the ComfortDelGro Group Internal Audit Division comprising suitably qualified and experienced Internal Audit staff including the ComfortDelGro Group Chief Internal Audit Officer ("**G CIAO**"). The ComfortDelGro Group Internal Audit staff have professional qualifications and are either members of the Institute of Singapore Chartered Accountants, CPA Australia, the Information Systems Audit and Control Association or the Institute of Internal Auditors. The G CIAO reports functionally to the Chairman of the ARC and administratively to the MD/Group CEO of ComfortDelGro. The ComfortDelGro AC (formally, the ARC) participates in the hiring, removal and evaluation of the G CIAO. The VICOM ARC Chairman

participates in the review by providing feedback through the AC Chairman and the MD/GCEO of ComfortDelGro. The GCIAO's remuneration is reviewed by the ComfortDelGro AC Chairman together with the MD/GCEO in accordance with ComfortDelGro's financial authority limits before they submit their recommendation to the ComfortDelGro Chairman and/or the NRC for consideration, as the case may be.

The ComfortDelGro Group Internal Audit Division adopts a risk-based approach in its continuous audit work with focus on material internal control systems including financial, operational, information technology and compliance control. It provides an independent and objective evaluation of the internal control systems and corporate governance processes of the Group. The annual audit plan is developed by the GCIAO in consultation with, but independent of, Management and is subject to the ARC's approval before the start of each financial year. Quarterly internal audit reports are also prepared and submitted to the ARC. Any material non-compliance or lapses in internal controls are reported to the ARC and the CEO for improvements to be made. The ARC conducts review of the adequacy, effectiveness, independence, scope and results of the internal audit function. The ARC has full access to the GCIAO, and meets with the GCIAO at least once a year in the absence of Management. The ComfortDelGro Group Internal Audit Division is given unfettered access to all the Group's documents, records, properties and personnel, including access to the ARC, and has appropriate standing within the Group.

The activities and organisational structure of the ComfortDelGro Group Internal Audit Division are monitored and reviewed by the ARC periodically to ensure that it has the necessary resources to adequately perform its functions and that there are no unjustified restrictions and limitations placed on the performance of its duties. The ComfortDelGro Group Internal Audit Division has adopted the Global Internal Audit Standards laid down in the International Professional Practices Framework issued by the Institute of Internal Auditors.

The ComfortDelGro Group Internal Audit Division operates a Quality Assurance and Improvement Programme ("**QAIP**") that aligns with the Global Internal Audit Standards. The QAIP is conducted every five years to ensure that the ComfortDelGro Group Internal Audit Division meets or exceeds the Global Internal Audit Standards in all key areas. The last QAIP was conducted by Protiviti Pte Ltd in 2023. The ComfortDelGro Group Internal Audit Division continues to meet or exceed the Global Internal Audit Standards in all key aspects.

The ARC finds the ComfortDelGro Group Internal Audit Division independent, effective and adequately resourced.

10.5 Audit and Risk Committee's Activities

The ARC held four meetings during FY2025. The CEO, CFO and GCIAO were present at these meetings. The External Auditors attended the meetings that discussed the half-year and full-year results. The ARC reviewed and considered the following:

- (i) Overall scope of both internal and external audits and results of their respective audits;
- (ii) Significant internal and external audit observations and Management's responses;
- (iii) Half-year and full-year results announcements and the financial statements and recommendations to the Board;
- (iv) Adoption of the Singapore Financial Reporting Standards (International);
- (v) Interested person transactions;
- (vi) Corporate service charges;
- (vii) Risk management and adequacy and effectiveness of internal controls;
- (viii) Independence of the External Auditors;
- (ix) Recommendation to the Board of the appointment or re-appointment of External Auditors and its remuneration; and
- (x) Significant matters (if any) raised through the whistle-blowing channel.

In the performance of its duties, the ARC has explicit authority to investigate the affairs falling within its terms of reference, with full access to and cooperation from Management, discretion to invite any Director or executive officer to attend its meetings and reasonable resources to enable it to discharge its duties properly.

The ARC meets with the Internal and External Auditors annually in the absence of Management. During these meetings, the Internal Auditors and External Auditors may raise issues encountered in the course of their work directly to the ARC.

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In the review of the financial statements of the Group for FY2025, the ARC considered the following key audit matters:

SIGNIFICANT MATTERS	REVIEW OF SIGNIFICANT MATTERS BY THE ARC
Goodwill impairment review	The ARC has considered the approach and methodology applied to the valuation model for goodwill impairment assessment. Following the review with Management and the External Auditors, the ARC is satisfied that the key assumptions used in the impairment assessment of goodwill are reasonable.

Following the review and discussions on the above, the ARC recommended to the Board to approve the financial statements of the Group for FY2025.

10.7 Review of Independence of External Auditors

The ARC assesses the independence of the External Auditors based on the guidelines set by the Accounting and Corporate Regulatory Authority (“ACRA”) and the Accountants Act 2004 of Singapore. The current External Auditors, EY did not provide any non-audit services in FY2025 and hence no non-audit fees were paid to EY in FY2025. The ARC is satisfied that Rules 712, 715 and 716 of the SGX-ST Listing Manual have been complied with. The ARC has recommended to the Board that EY be nominated for re-appointment as the Company’s External Auditors at the next AGM.

The partner in charge of auditing the Company is changed every five years as a further safeguard of EY’s independence.

10.8 Whistle Blowing Policy

The Group’s Whistle Blowing Policy provides a mechanism for employees and external parties to raise concerns about possible improprieties in financial reporting or other improper business conduct, whilst protecting the whistleblowers from reprisal within the limits of the law. Under the Whistle Blowing Policy, incidents may be reported to the GCIAO, whose contact information is set out in the policy. Where the incident involves the GCIAO, the complaint may be made to the ARC Chairman.

The contact information is as follows:

- Group Chief Internal Audit Officer at DID: +65 6383 7010 or by email to gciao@comfortdelgro.com or via the intranet.
- Chairman of the ARC via this email: ARC_Chairman@vicom.com.sg

All cases, including anonymous cases, are investigated and overseen by the ComfortDelGro Group Internal Audit Division, and dealt with promptly and thoroughly. The identity of whistleblowers is kept confidential, and the Group is committed to ensuring the protection of whistleblowers against detrimental or unfair treatment. The ARC is responsible for oversight and monitoring of whistleblowing.

4. Shareholder Rights and Engagement**Principle 11: Shareholder Rights and Conduct of General Meetings****11.1 Disclosure of Information to Shareholders**

The Company notifies shareholders in advance of the dates of release of its financial results through the Company’s website as well as SGXNET. Communications with shareholders are conducted through announcements to the SGXNET, media and analyst briefings (if appropriate) after the announcement of the financial results together with its presentation materials, as well as the posting of announcements and press releases on the Company’s website. The Group has formulated a Policy on Securities – Drafting and Releasing SGX-ST Announcements to provide guidance on preparation of SGX-ST announcements.

Shareholders may send in their requests or queries through the feedback channel provided on the Company’s website (<https://www.vicom.com.sg/Financials/Investor-Relations>). The IR function of the Group is performed by the ComfortDelGro Group’s IR team (“**Group IR Team**”), led by the ComfortDelGro Head, Group Investor Relations (“**GHIR**”). The Group IR Team is accessible throughout the year to address shareholders’ queries. The contact details of the GHIR can be found on the Company’s website.

Beyond complying with the requirements of the 2018 Code, the SGX-ST Listing Manual and the Companies Act, the Company has also taken various additional measures to enhance corporate governance and improve transparency, including:

- The Notice of AGM is released publicly at least 28 days before the AGM is held; and

- (ii) The Annual Report is available to all shareholders at the Company's website at least 28 days before the AGM to ensure that all shareholders have adequate time to review the Annual Report before the AGM. The electronic documentation demonstrates the Group's commitment towards green and sustainability efforts. Upon request, hard copies are provided to shareholders.

11.2 Resolutions and Voting at General Meetings

Each issue or matter requiring shareholders' approval is tabled as a separate and distinct resolution. All the resolutions at general meetings are single item resolutions. The Company does not practice bundling of resolutions. The Company will consider implementing absentia voting methods such as voting via mail, e-mail or fax when security, integrity and other pertinent issues are satisfactorily resolved.

The Constitution of the Company provides for voting in person and by proxy at the AGM of the Company. Each shareholder is allowed to appoint up to two proxies to vote on his/her behalf at general meetings through proxy forms sent in advance. Relevant intermediaries such as the Central Provident Fund and custodian banks are entitled to appoint more than two proxies to attend, speak and vote at general meetings. Shareholders who hold shares through these relevant intermediaries will be allowed to attend, speak and vote at the AGM subject to being appointed a proxy by their respective relevant intermediaries.

The Company has adopted electronic poll voting for general meetings since 2013 to ensure greater transparency and efficiency in the voting process and results. Shareholders are invited to vote on each of the resolutions by poll, using an electronic voting system. The results of all votes cast for or against each resolution or abstentions, if any, and the respective percentages (voting results) and the names of the independent scrutineers for the AGM are presented during the AGM and are announced via the SGXNET after the AGM. Voting by poll is the most accurate means of tabulating shareholders' votes according to the number of shares owned. The Company believes that this will encourage greater shareholder participation at the Company's general meetings and demonstrates VICOM's commitment to high standards of corporate governance and transparency.

11.3 Conduct of Shareholder Meetings Including Directors' Attendance

The Company encourages and supports shareholder participation at general meetings, and views the AGM as a good opportunity for shareholders to meet the Board and Senior Management. The top criterion for selecting the AGM venue is an easy to reach location within Singapore accessible by public transport. Shareholders are informed of shareholders' meetings through notices published in the newspapers and circulars sent to all

shareholders. All registered shareholders are invited to attend and participate actively at the AGM and are given the opportunity to seek clarification or question the Group's strategic direction, business, operations, performance and proposed resolutions.

All Directors including the Board Chairman, CEO and the Chairpersons of the various Board Committees, together with Senior Management and the Company Secretaries, are present to address any question or feedback raised by the shareholders at the AGM and thereafter, including those pertaining to the proposed resolutions before they are voted on. The External Auditors are also present to address shareholders' queries about the conduct of audit and the preparation and contents of the Auditor's Report.

The Board had since 2009 removed and stopped seeking the general authority to issue shares, to address concerns from the shareholders that this would dilute their shareholding percentages and affect their voting rights.

11.4 Voting at General Meeting of Shareholders

Similar to the Company's AGM for the Financial Year ended 31 December 2024 held on 23 April 2025, the Company's FY2025 AGM scheduled to be held on 22 April 2026 will also be held both physically ("**Physical Meeting**") and by way of electronic means ("**Virtual Meeting**"). This is to facilitate high levels of shareholder engagement, with real-time communication and real-time live voting to be conducted during the AGM for shareholders and proxies attending the Physical Meeting and the Virtual Meeting. Shareholders who are not able to attend the AGM in person or those who prefer to attend the live webcast may do so by audio or audio-visual means. The Company will adhere to the SGX-ST's guiding principle to provide answers to shareholders' questions within reasonable timelines. Please refer to the Notice of the FY2025 AGM of the Company for more information.

11.5 Minutes of General Meetings

The Company prepares minutes of general meetings that include substantial and relevant comments or queries from shareholders relating to the agenda of the meeting and the responses from the Board and Management. The minutes are available to shareholders on the Company's website and SGXNET within one month after the date of the AGM.

11.6 Dividend Policy

The Company's dividend policy is to pay out at least 70% of profit attributable to shareholders of the Company. The dividend policy takes into account the long-term objective of maximising shareholder value, availability of cash and retained earnings, projected capital expenditure and growth opportunities. The Company declares dividends semi-annually and informs its shareholders of the dividend payments via announcements to SGXNET. Dividends are paid to shareholders in an equitable and timely manner.

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The Company is committed to ensuring that accurate and pertinent information is disseminated to the market in a timely and transparent manner as part of good corporate governance. Shareholders can access the corporate website at www.vicom.com.sg. The Group's Investor Relations Policy ("**IR Policy**") is available on the corporate website.

Communications with the SGX-ST are handled by the Company Secretaries, while communications with shareholders, analysts and fund managers are handled by the GHIR. Specific guidelines have been laid down for compliance in respect of all public communications. The Company does not practise selective disclosure in the communication of material information.

The Company has also put in place operational procedures to respond promptly to queries from the SGX-ST on any unusual trading activities in its securities and to clear all announcements to the SGXNET with the Board.

In addition to the IR Policy, there is in place an External Communications Policy which applies to employees, directors and contractors of the Group. The Policy establishes clear guidelines to govern communications with external stakeholders, including regulators, partners, service providers, the media and the general public. The Policy requires all external communications to be accurate, timely, consistent, professional and compliant with applicable laws, while strictly prohibiting selective or unauthorised disclosure of confidential information. Only authorised spokespersons are permitted to represent the Group. There are defined approval and communication protocols in place for proactive external stakeholder engagements, media interviews and communications and crisis and emergency situations.

12.2 Investor Relations Policy

The IR Policy sets out the process and mechanism to promote regular, effective and fair communications with shareholders and the investment community. The dedicated Group IR Team works with Senior Management to proactively carry out the IR engagement programme.

12.3 Investor Relations Policy and Avenues for Communication

The Company is committed to treating all shareholders fairly and equitably, and engaging with shareholders and the investment community through various platforms including (where appropriate):

- (i) The Company's general meetings, namely AGMs and as and when necessary, Extraordinary General Meetings;
- (ii) Media briefings and analyst briefings;
- (iii) Announcements via SGXNET in compliance with the SGX-ST Listing Rules;
- (iv) Investor meetings, roadshows and conferences;
- (v) Annual reports and sustainability reports;
- (vi) Media releases and statements; and
- (vii) Corporate website (www.vicom.com.sg).

5. Managing Stakeholders Relationships**Principle 13: Engagement with Stakeholders**

The Company adopts an inclusive approach by balancing the needs and interests of material stakeholders as part of its overall responsibility to ensure that the best interests of the Group are served.

13.1 Identification of and Engagement with Material Stakeholders

The Company has arrangements in place to enable it to engage stakeholders so as to better understand and take action to address their needs and interests. Since the COVID-19 pandemic, the Company has been taking every opportunity to make use of digital means to communicate with shareholders. We were one of the first companies in Singapore to hold hybrid meetings for its shareholders, with real-time communication and real-time live voting.

13.2 Management of Stakeholder Relationships

The basis for and methods of engagement with the stakeholders, along with the key areas of focus for each stakeholder group, can be found in our Sustainability Report. Our Sustainability Report highlights the governance, environmental and social aspects of our developments and operations in accordance with the GRI Sustainability Reporting Standards 2021 and complies with the relevant requirements under the SGX-ST Listing Manual including Rules 711A and 711B. As part of the Company's sustainability efforts and to ensure more efficient engagement, the Company encourages all shareholders to give their express consent to receive communications to shareholders via email and digital platforms, including statutory notices for general meetings and other circulars.

There is in place a Stakeholder Engagement Framework which provides a structured and consistent approach for identifying, prioritising and engaging stakeholders of the Group. The Framework emphasises focused, inclusive, timely, respectful and transparent engagement to understand stakeholders' interests, expectations and concerns, and to address these appropriately in support of sustainable business success. Key stakeholder groups are identified based on attributes such as their impact on and influence over the Group's operations and their ability to contribute diverse perspectives.

13.3 Corporate Website

The Company's corporate website is regularly updated to communicate and engage with stakeholders.

6. Additional Measures to Enhance Corporate Governance

The Company has also undertaken various additional measures to enhance corporate governance as follows:

Corporate Gifts/Entertainment Policy

Whilst business gifts and entertainment are courtesies that build goodwill and sound working relationships among business partners, the Group does not tolerate the improper use of gifts or entertainment to gain any special advantage in a business relationship.

The Group discourages the receipt of gifts or acceptance of entertainment, loans or other favours as these may compromise an employee's ability to make objective, independent and fair business decisions. Offering excessive gifts in whatever form or entertainment to others can also be open to misinterpretation.

Employees are therefore not permitted to offer or accept any gifts or entertainment without first seeking their supervisor's authorisation. Employees who receive gifts directly or indirectly in relation to their employment with the Group are expected to notify their supervisors and declare such gifts to the Group Human Resource Department. All gifts declared are processed through structured corporate procedures to ensure proper accountability.

Business gifts presented and entertainment on the Group's behalf are consistent with generally accepted corporate governance business practices and ethical standards and do not violate any applicable laws, regulations or policies of any country that the Group operates in or any company with which the Group has dealings.

Anti-Corruption Policy

The Group complies with all applicable laws of the jurisdictions in which it operates and conducts business in an open and transparent manner. It prohibits employees from directly or indirectly offering, promising to pay, or authorising the payment of money or anything of value for the purpose of gaining perceived advantage for the Group. All employees are responsible for following the Group's procedures, including audit controls, for carrying out and reporting business transactions.

Block Leave Policy

As a further risk mitigation measure and to enhance governance, the Group has a Block Leave Policy in place which applies to employees holding key functions. This arrangement allows covering officers to fully step into the duties of the employees on leave as an additional check and balance against any breaches..

Health and Safety Policy

Given the nature of the Group's businesses, the health and safety of the employees and customers are of paramount importance. Safety is the top priority for the Group's operations. The Group complies with applicable statutory requirements and regulations in respect of health and safety, and has put in place procedures to guide proper safe work practices for the well-being of all employees and customers.

In 2022, following the issuance of the COP, the Group reviewed its work procedures and processes to ensure that its safety policies, standards and practices comply with the Workplace Safety and Health Act 2006 and the COP. The Group's current safety policies, standards and practices adhere to the core principles and measures set out in the COP.

Employees are sent for training to equip them with greater awareness and knowledge of good WSH practices.

Employees are required to observe safety rules and carry out safe work practices that apply to their jobs to ensure a safe work environment for everyone. They are also strongly encouraged to surface safety issues to improve safety standards at the workplace.

Data Classification Policy

The Group has also implemented a Data Classification Policy to ensure that all documents and data information of the Group are properly safeguarded.

Information is classified as confidential, internal use and public based on its nature and risk impact. Processes and systems used to store, process or communicate information provide protection against unauthorised disclosure and use.

CORPORATE

GOVERNANCE**Data Protection Policy**

All Business Units are required to comply with applicable laws pertaining to data protection. In particular, the business units in Singapore have implemented data protection policies and practices to ensure compliance with the obligations under the Personal Data Protection Act 2012, including the Do Not Call provisions that came into force in 2014.

Cybersecurity Policy

The Group has adopted the international Information Security Standard ISO 27000 in assessing and formulating the Group's cybersecurity framework. The Group regularly reviews its cybersecurity measures to ensure effective protection of its information technology systems and databases. The Group has implemented multi-layered defences, including firewalls, intrusion prevention system, network access control, server hardening, data encryption and employee security training. The Group keeps abreast of the evolving threats and the latest techniques, and actively collaborates with cybersecurity authorities and regulators to develop appropriate countermeasures.

The Group will continue to strengthen its capabilities in light of the way cybersecurity risks will evolve with the digital age. As and when necessary, the Group will take appropriate risk management decisions and implement security controls to secure its information infrastructure systems and databases.

Supplier Ethics Policy

The Group procures a wide range of goods and services from various businesses, companies, persons and entities and requires its suppliers to be in full compliance with all applicable laws and regulations, and practises fair competition in accordance with local anti-trust and competition regulations. Suppliers must conduct their businesses with integrity, transparency and honesty and the Group does not condone any corrupt and fraudulent practice.

Suppliers must have in place health and safety policies for their employees and be committed to good environmental, social and governance practices. Suppliers must not trade in the securities of the Group while in possession of confidential non-public information.

Creditors' Rights and Payment Policy

The Group values its suppliers and is committed to safeguarding creditors' rights and acknowledges the importance of paying invoices, especially those of small businesses, in a timely manner. It is the Group's practice to agree terms with suppliers when entering into contracts. The Group negotiates with suppliers on an individual basis and meets its obligations accordingly.

To protect creditor rights and strengthen confidence in the Group's financials, prudent financial policies are maintained and compliance with debt covenants under loan arrangements is monitored. The Group closely monitors its liquidity position, maintaining adequate cash and cash equivalents and accessible credit lines. Material financial information is disclosed in a transparent, accurate and timely manner to counterparties as required. Complementing these financial safeguards, the Supplier Code of Conduct establishes standards for legal, ethical, and responsible behaviour across supplier relationships. Together, these measures safeguard the creditors' rights and supports long-term sustainable business relationships.

Policy on Conduct on Personal Social Media

The Company has in place a policy covering guidelines on the appropriate use of personal social media which require employees and individuals associated with the Group to, act responsibly and respectfully online, protect confidential and personal data, and ensure accurate and appropriate representation of the Group where relevant. Individuals remain personally responsible for their online content, and inappropriate content may be reported to the ComfortDelGro Group Corporate Affairs Team.

7. Interested Person Transactions**SGX-ST Listing Manual – Rule 907**

NAME OF INTERESTED PERSON	NATURE OF RELATIONSHIP	AGGREGATE VALUE OF ALL INTERESTED PERSON TRANSACTIONS DURING THE FINANCIAL YEAR UNDER REVIEW (EXCLUDING TRANSACTIONS LESS THAN S\$100,000 AND TRANSACTIONS CONDUCTED UNDER SHAREHOLDERS' MANDATE PURSUANT TO RULE 920)	AGGREGATE VALUE OF ALL INTERESTED PERSON TRANSACTIONS CONDUCTED UNDER SHAREHOLDERS' MANDATE PURSUANT TO RULE 920 (EXCLUDING TRANSACTIONS LESS THAN S\$100,000)
COMFORTDELGRO CORPORATION LIMITED	ComfortDelGro is the majority shareholder of the Company	S\$3,250,000	Nil
SBS TRANSIT LTD	SBS Transit Ltd is an associate of the Company	S\$688,000	Nil

There is no shareholders' mandate for interested person transactions pursuant to Rule 920 of the SGX-ST Listing Manual.