ASIA VETS HOLDINGS LTD.

ANNUAL REPORT 2025

COMMITMENT

ADVANCEMENT

EXCELLENCE

CONTENTS

This annual report has been reviewed by the Company's sponsor, ZICO Capital Pte. Ltd. (the "**Sponsor**").

This annual report has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") and the SGX-ST assumes no responsibility for the contents of this annual report, including the correctness of any of the statements or opinions made, or reports contained in this annual report.

The contact person for the Sponsor is Ms. Goh Mei Xian, ZICO Capital Pte. Ltd. at 77 Robinson Road, #06-03, Robinson 77, Singapore 068896, telephone (65) 6636 4201.

VISION

To be the trusted partner at the forefront of pet care in Asia

MISSION

To practise the highest standard of pet care with compassion

CORE VALUES

Advancement

Advancement through continued education and technology

Commitment

Commitment of being a trusted partner with professional ethics

Excellence

Excellence in knowledge, skills and customer experience

CORPORATE PROFILE

Asia Vets Holdings Ltd. (the "**Company**"), through its wholly-owned subsidiary, AVH Animal Ark Pte. Ltd. (together with the Company, the "**Group**"), provides veterinary care and clinical services to small animals in Singapore.

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Currently, the Group operates two (2) veterinary clinics which provide a full range of general veterinary services including medical, surgical and dental care for small animals including dogs, cats, rabbits and other pocket pets. We pride ourselves in providing our patients with advanced diagnostic work up and the latest in medical treatments and surgical procedures. We aim to provide the highest level of care for pets under minimally stressful conditions, operating one of the few open concept veterinary clinics in Singapore where pet owners are welcome to be with their pets throughout the whole vet visit. Complementary remedies and treatments such as acupuncture and Traditional Chinese Medicine are also available at our clinics.

The Group targets to be the trusted partner at the forefront of pet care in Asia through practising the highest standard of pet care with compassion. The Group intends to expand its operations via organic growth and acquisitions in Asia.

The Company was incorporated in Singapore in February 2010 and has been admitted to the Official List of the SGX-Catalist since July 2010.

CHAIRMAN'S STATEMENT & FINANCIAL REVIEW

Dear Shareholders,

On behalf of the Board of Directors, I would like to present the results of Asia Vets Holdings Ltd. (the "**Company**", and together with its subsidiary, the "**Group**") for the financial year ended 31 December 2025 ("**FY2025**").

THE YEAR IN REVIEW

FY2025 was a year of operational consolidation for the Group amid a more challenging operating environment. Revenue performance was affected by transitional factors, including the continued stabilisation of relocated clinics and temporary manpower constraints.

During the year, the Group continued to operate within an industry landscape characterised by increased competitive intensity. In response, the management remained focused on maintaining service continuity, exercising cost discipline, and supporting clinic operations through targeted marketing efforts and participation in community-based initiatives aimed at strengthening client engagement.

As a result, the Group's revenue decreased by 8% year-on-year as compared to the previous financial year ended 31 December 2024 ("**FY2024**"). Furthermore, the Group recognised an impairment loss of goodwill amounting to $5.70 million following a reassessment of the carrying value arising from the acquisition of AVH Animal Ark Pte. Ltd. ("**AVHAA**"), as the recoverable amount was determined to be less than the carrying amount. Overall, the Group reported a net loss of $6.47 million for FY2025.

OPERATIONS AND FINANCIAL REVIEW

Income Statement

REVENUE, COST OF SALES AND GROSS PROFIT

The Group's revenue is derived from rendering of veterinary services and sales of veterinary medicines and products. It decreased by $0.20 million or 8%, from $2.52 million for FY2024 to $2.32 million for FY2025. The decrease was mainly due to (i) the lower revenue contribution from one of the relocated clinics; and (ii) one of the veterinarians being on maternity leave since the second quarter of 2025.

The Group's cost of sales includes purchase of veterinary medicine and consumables, and employee benefits paid to veterinarians, vet technicians and vet nurses. It decreased by $0.11 million or 6%, from $1.83 million for FY2024 to $1.72 million for FY2025. The decrease was mainly due to the decreased purchase of veterinary medicine and consumables, which was in line with the decrease in revenue in FY2025.

Gross profit for FY2025 was $0.60 million and gross profit margin was 25.8%. Gross profit for FY2024 was $0.69 million and gross profit margin was 27.5%. The decrease in gross profit margin by 1.7 percentage points was attributable to the higher decrease in revenue as compared to the decrease in cost of sales in FY2025.

OTHER OPERATING INCOME

Other operating income comprises mainly interest income from short-term deposits and government grants. The amount decreased from $0.40 million for FY2024 to $0.25 million for FY2025.

Government grants decreased from $0.09 million for FY2024 to $0.06 million for FY2025 mainly due to a decrease in the grants from the Progressive Wage Credit Scheme, which was partially offset by an increase in the grants from the Government-Paid Maternity Leave Scheme.

Interest income decreased from $0.31 million for FY2024 to $0.19 million for FY2025 mainly due to lower interest rate for FY2025, as compared to FY2024.

CHAIRMAN'S STATEMENT & FINANCIAL REVIEW

ADMINISTRATIVE EXPENSES

Administrative expenses mainly relate to general office expenses, administrative staff costs, professional fees, listing expenses and depreciation charges. It decreased from $1.66 million for FY2024 to $1.60 million for FY2025. The decrease in professional fees, directors' fees, training expenses, utilities, repair and maintenance expenses and merchant charges was partially offset by the increase in depreciation charges and marketing expenses in FY2025. The increase in depreciation charges was due to (i) purchase of new equipment; (ii) renovation of the two relocated clinics in the third quarter of FY2024; and (iii) new leases entered into for the two relocated clinics since the third quarter of FY2024. The increase in marketing expenses was to improve the relocated clinics' awareness.

OTHER EXPENSES

Other expenses in both FY2025 and FY2024 relate to impairment loss of goodwill arising from the acquisition of AVHAA. It increased from $1.40 million for FY2024 to $5.70 million for FY2025 following a reassessment of the carrying value.

FINANCE EXPENSES

Finance expenses relate to interest expenses on lease liabilities arising from right-of-use assets. It increased from approximately $11,000 for FY2024 to approximately $16,000 for FY2025.

INCOME TAX CREDIT

There was no income tax expense in FY2025 and FY2024 due to loss before tax incurred by the Group.

LOSS FOR THE YEAR

As a result of the above, the Group recorded a loss for the year of $6.47 million for FY2025, as compared to a loss for the year of $1.98 million for FY2024.

FINANCIAL POSITION

NON-CURRENT ASSETS

Plant and equipment comprise veterinary and medical equipment, office equipment, computer and software, furniture and fixtures and renovation. It decreased from $0.53 million as at 31 December 2024 to $0.44 million as at 31 December 2025, mainly due to deprecation charges incurred in FY2025.

Right-of-use assets relate to leases of veterinary clinics and office premise occupied by the Group. It decreased from $0.50 million as at 31 December 2024 to $0.27 million as at 31 December 2025, mainly due to depreciation charges incurred in FY2025, partially offset by the renewal of office lease in the third quarter of FY2025.

Goodwill arising from the acquisition of AVHAA decreased from $7.01 million as at 31 December 2024 to $1.31 million as at 31 December 2025, due to the impairment loss of goodwill of $5.70 million recorded in FY2025.

CURRENT ASSETS

Inventories mainly comprise veterinary medicine, clinic consumables and pet food. It increased from $83,000 as at 31 December 2024 to $87,000 as at 31 December 2025. The increase in inventories was due to the higher purchases of inventories in the month of December 2025.

Trade and other receivables mainly comprise trade receivables, interest receivables, deposits, and other receivables. It decreased from $0.72 million as at 31 December 2024 to $0.11 million as at 31 December 2025, mainly due to the decrease in other receivables from third parties, in relation to the professional fees incurred for the proposed acquisition of the entire issued and paid-up share capital in AIDigi Holdings Pte. Ltd., being reimbursed from the vendor for the aforesaid proposed acquisition. Please refer to Note 15 of the Financial Statements contained in this Annual Report for details.

Prepayments increased slightly from approximately $32,000 as at 31 December 2024 to approximately $39,000 as at 31 December 2025.

CURRENT LIABILITIES

Trade payables decreased from approximately $48,000 as at 31 December 2024 to approximately $28,000 as at 31 December 2025, due to the higher portion of cash purchases in FY2025.

Other payables and accruals comprise mainly professional fees, directors' fees, staff bonus and GST payable. Other payables and accruals decreased from $0.52 million as at 31 December 2024 to $0.39 million as at 31 December 2025 due to decrease in director fees.

Lease liabilities (current portion) relate to veterinary clinics and office premise leases which are due within the next 12 months after 31 December 2025. It decreased from $0.29 million as at 31 December 2024 to $0.19 million as at 31 December 2025, mainly due to one of the leases nearing the end of its lease term, resulting in lower remaining payments within the next 12 months.

NON-CURRENT LIABILITIES

Lease liabilities (non-current portion) relate to veterinary clinics and office premise leases which are due after the next 12 months after 31 December 2025. It decreased from $0.24 million as at 31 December 2024 to $0.10 million as at 31 December 2025, mainly due to a reclassification of amount due within the next 12 months after 31 December 2025 from non-current liabilities to current liabilities.

CHAIRMAN'S STATEMENT & FINANCIAL REVIEW

WORKING CAPITAL

The Group reported a positive working capital position of $7.49 million as at 31 December 2025 as compared to $8.08 million as at 31 December 2024.

TOTAL EQUITY

The Group's total equity decreased from $15.87 million as at 31 December 2024 to $9.40 million as at 31 December 2025.

CASH FLOWS

Net cash generated from operating activities amounted to $0.08 million for FY2025. The net cash flow generated from operating activities was due to (i) the operating cash outflows before working capital changes of $0.59 million; (ii) net working capital inflow of $0.41 million; and (iii) interest received of $0.26 million. The net working capital inflow was attributable to a decrease in trade and other receivables of $0.57 million, which was partially offset by (a) a decrease in trade and other payables of $0.15 million; (b) an increase in prepayments of approximately $7,000; and (c) an increase in inventories of approximately $4,000.

Net cash used in investing activities for FY2025 amounted to $0.01 million and was due to the purchase of veterinary and medical equipment, and other fixed assets.

Net cash used in financing activities for FY2025 amounted to $0.31 million and was mainly due to the repayment of lease liabilities.

As a result of the above, the Group's cash and cash equivalents decreased from $8.10 million as at 31 December 2024 to $7.86 million as at 31 December 2025.

MOVING FORWARD

Looking ahead, the Group's primary focus in the coming financial year will be on supporting revenue growth through the gradual expansion of its client base. Following the stabilisation of clinic operations after recent relocations, the management will place increased emphasis on attracting new clients and strengthening engagement with existing clients across the Group's clinics.

In addition, the Group will continue to leverage its clinical capabilities and service standards to differentiate itself in a competitive operating environment. During FY2025, both of the Group's clinics have successfully renewed the ISFM Silver level Cat Friendly Clinic (CFC) Accreditation under the programme developed by the International Society of Feline Medicine. The management will seek to build on this foundation by maintaining consistent standards of care across the Group's clinics, which is expected to support client trust and repeat visitation.

While manpower availability remains an industry-wide consideration, the management will continue to support clinic operations through ongoing staff development efforts to ensure service capacity is aligned with growth initiatives.

Overall, the management remains focused on expanding the Group's client base in a disciplined manner, strengthening brand presence, and supporting sustainable revenue growth, while continuing to monitor industry developments and operating conditions.

Furthermore, the Company will continue to look out for opportunities to acquire or collaborate with related businesses or veterinary clinics, both in Singapore and overseas to expand its business scope and customers base.

IN APPRECIATION

On behalf of the Board of Directors and our entire team, we sincerely thank all our stakeholders – including shareholders, customers, employees, suppliers, partners, and the communities we serve. Your steadfast support, trust, and collaboration have been key to our achievements. With your continued partnership, we are confident in navigating future challenges and emerging stronger, more agile, and even better positioned to realise our shared vision.

TAN TONG GUAN

Co-founder, Executive Chairman and Chief Executive Officer

DIRECTORS PROFILE

TAN TONG GUAN
Co-founder, Executive Chairman and CEO

Tan Tong Guan, 62, co-founder, Executive Chairman and CEO, was appointed to the Board on 17 February 2010 and was last re-appointed on 25 April 2024. He is responsible for providing the corporate direction and business strategy for our Group. Mr Tan brings over 30 years of experience in business strategy, having been an executive director of our holding company and controlling shareholder, Tan Gee Beng Private Limited ("**TGBPL**"), from February 1991 to the present. TGBPL was formed in 1967 by Mr Tan's family and has grown from a trading company to an investment holding company that has businesses, ranging from manufacturing, trading, property investments and investment holding. Mr Tan is currently an independent director and chairman of the audit committee of Sing Holdings Limited, a SGX-listed company. Mr Tan graduated with a Bachelor of Accountancy from the National University of Singapore and is a Fellow Chartered Accountant of Singapore with the Institute of Singapore Chartered Accountants. Mr Tan is the brother of Ms Tan Geok Moey (Non-Executive Director).

TAN GEOK MOEY
Non-Executive Director

Tan Geok Moey, 65, Non-Executive Director, was appointed to the Board on 15 March 2010 and was last re-appointed on 22 April 2025. She is a member of the Audit Committee, the Remuneration Committee and the Nominating Committee of our Company. Ms Tan is currently a director of TGBPL, the holding company and controlling shareholder of our Company. She is also a director of TGB Properties Pte Ltd, Cosmos Investment Pte Ltd, Wellington First Properties (NZ) Pte Ltd, Tan Gee Beng (Hong Kong) Ltd and TGB Properties (NZ) Pte Ltd. Ms Tan graduated with a Bachelor of Accountancy from the National University of Singapore. Ms Tan is the sister of Mr Tan Tong Guan (Executive Chairman and CEO).

DIRECTORS PROFILE

HENRY TAN SONG KOK
Lead Independent Director

Henry Tan Song Kok, 61, Lead Independent Director, was appointed to the Board on 1 January 2020 and was last re-appointed on 22 April 2025. He is the Chairman of the Audit Committee and a member of the Nominating Committee and the Remuneration Committee of our Company. Mr Henry Tan is the Group CEO & Chief Innovation Officer of CLA Global TS Group and Director of the global board of CLA Global Limited. He was previously the Asia Pacific Regional Chairman and board member of Nexia International.

Mr Henry Tan is currently an independent director on the boards of BH Global Corporation Limited, Penguin International Limited and Trans-China Automotive Holdings Limited, companies listed on the SGX.

Mr Henry Tan is also a Council Member of Singapore-Jiangsu Cooperation Council, Council Member of the Institute of Valuers & Appraisers Singapore (IVAS) and a Member of the Corporate Service Providers Advisory Panel of Accounting and Corporate Regulatory Authority (ACRA). He was previously on the EXCO and served as Treasurer of Singapore Fintech Association and ASEAN Federation of Accountants, President of Spirit of Enterprise, Chapter President of Entrepreneurs' Organisation and Council Member of Institute of Singapore Chartered Accountants ("**ISCA**").

In 1988, Mr Henry Tan graduated from Nanyang Business School with a Bachelor of Accountancy. As a notable alumnus, he served as Chairman of the Nanyang Business School (NBS) Alumni Advisory Board from 2014 to 2020. In 2021, he was conferred the Nanyang Distinguished Alumni Award, the highest honour bestowed upon the alumni of Nanyang Technological University.

Mr Henry Tan also attended the Advanced Executive Management Development Program at Beijing Tsinghua University. He is a Fellow of the ISCA, Institute of Chartered Accountants of Australia and New Zealand, CPA Australia, Insolvency Practitioners Association of Singapore Limited. Additionally, he holds the ASEAN CPA designation and the ISCA Financial Forensic Professional Credential. He is also an Associate Member of Singapore Institute of Internal Auditors, Singapore Institute of Directors and Singapore Chartered Tax Professionals. He is an Approved Liquidator registered with the Accounting & Corporate Regulatory Authority, a licensed Insolvency Practitioner by Ministry of Law and Global Fintech Institute Industry Fellow.

KIM SEAH TECK KIM
Independent Director

Kim Seah Teck Kim, 71, Independent Director, was appointed to the Board on 25 April 2019 and was last re-appointed on 25 April 2024. He is the Chairman of the Nominating Committee and the Remuneration Committee and a member of the Audit Committee of our Company. He has previously served as an independent director on other SGX-listed companies, namely Sing Investments & Finance Limited (till April 2019) and Texchem-Pack Holdings (S) Limited (till April 2016).

A practising lawyer with Incisive Law LLC, Mr Seah was previously a full-time academic and served as Vice-Dean of the Faculty of Law of the National University of Singapore before leaving for private practice. He is the Legal Adviser to the Association of Banks in Singapore, a member of the Banking Commission of the International Chamber of Commerce, Paris and its Panel of Experts under the DOCDEX Rules. He also serves as the Chairman of the Patron Dispute Committee of the Gambling Regulatory Authority, Singapore.

Mr Seah holds a LL.B. (Honours) degree from the University of Singapore and a LL.M. degree from Harvard Law School (awarded whilst a Fulbright Scholar). He has been an advocate & solicitor of the Supreme Court of Singapore since 1979 and is a Principal Mediator & Fellow of the Singapore Mediation Centre. He was awarded the Public Service Star in 2021 and was appointed as a Justice of the Peace in 2008 and re-appointed in 2013 and 2018.

KEY MANAGEMENT PROFILE

XUE RU
Chief Financial Officer

Xue Ru, 51, was appointed as the Chief Financial Officer of our Group on 20 July 2016. She is responsible for all the financial and compliance matters for our Group, including financial reporting, internal controls, taxation and human resource management. She has over 20 years of experience in finance, accounting and risk management. Prior to joining the Group, she held various managerial positions, including finance director of Hyin Engineering Pte. Ltd., chief financial officer of Hu An Cable Holdings Ltd. and finance and administration manager in Aztech Heat Exchangers Pte. Ltd..

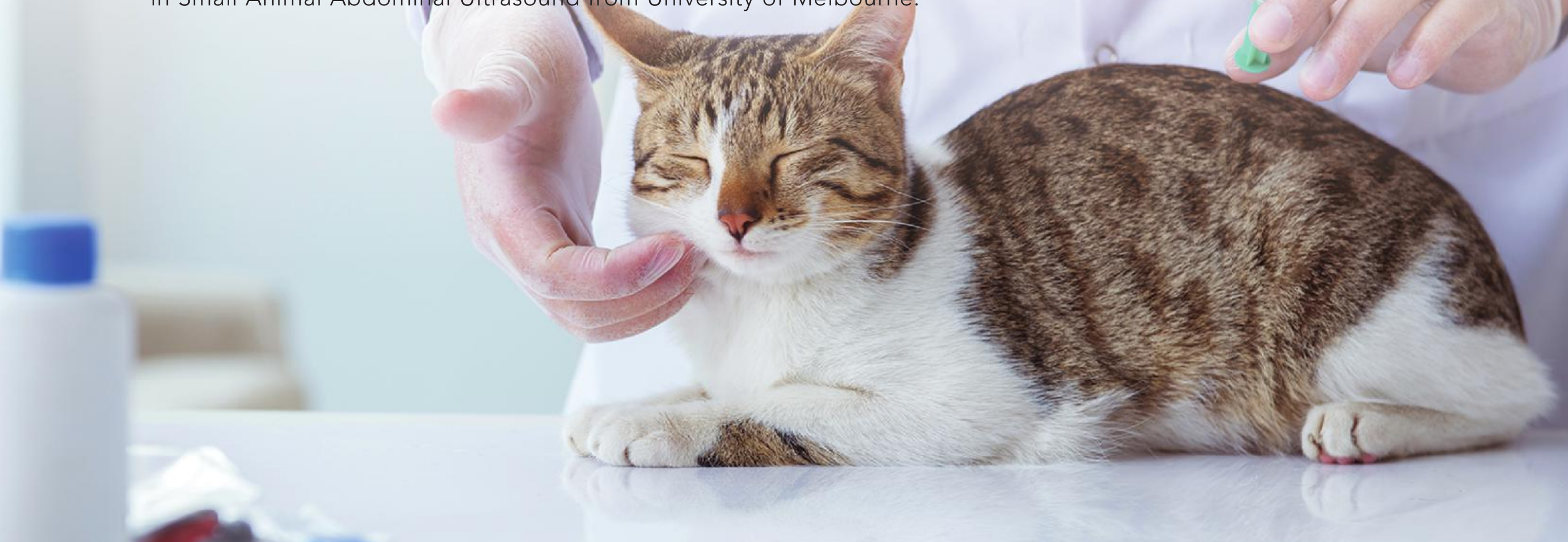
Ms Xue graduated with a Bachelor of Economics from Nanjing University of Aeronautics and Astronautics and obtained a Master of Business Administration (Finance) from the National University of Singapore. She is a non-practicing member of the Institute of Singapore Chartered Accountants.

DR JOYCE LAUW
Medical Director and General Manager of AVH Animal Ark Pte. Ltd.

Dr Joyce Lauw, 37, was appointed as the Medical Director and General Manager of our Company's subsidiary, AVH Animal Ark Pte. Ltd. ("**AVH Animal Ark**") on 1 March 2022. She is responsible for overseeing the delivery of veterinary care and clinical services by the veterinary clinics under AVH Animal Ark. Dr Joyce Lauw is the principal veterinary surgeon who leads and guides our Group in the development of medical protocols and in the maintenance of quality service, as well as oversees our Group's team of clinical staff.

Dr Joyce Lauw has over 10 years of experience as a veterinary surgeon. In January 2014, she began her career as a veterinarian with The Animal Doctors. Subsequently, she worked as a veterinary surgeon between June 2016 and July 2018 in various veterinary clinics, including Companion Animal Surgery and Advanced VetCare Veterinary Centre. In August 2018, Dr Joyce Lauw joined AVH Animal Ark as a veterinary surgeon. She was promoted to Acting Medical Director and Acting General Manager of AVH Animal Ark in September 2021 and to her current position as Medical Director and General Manager of AVH Animal Ark in March 2022.

Dr Joyce Lauw graduated with a Bachelor of Veterinary Science from the Faculty of Veterinary Science, the University of Sydney. She is also a Certified Veterinary Acupuncturist from Chi Institute and obtained a Graduate Certificate in Small Animal Abdominal Ultrasound from University of Melbourne.



FINANCIAL CONTENTS

SUSTAINABILITY REPORT

1. HIGHLIGHTS

1.1. Message to Stakeholders

To our valued stakeholders,

The Board of Directors (the "**Board**") is pleased to present the annual Sustainability Report (the "**Report**") of Asia Vets Holdings Ltd. ("**AVH**" or the "**Company**") with its subsidiary (collectively, the "**Group**") for the reporting period from 1 January 2025 to 31 December 2025 ("**FY2025**").

The Group remains dedicated to setting the benchmark for pet care in Singapore, guided by strong professional ethics and our commitment to being a trusted partner to our clients and community. We continue to embed sustainability into every aspect of our business, recognising that long-term growth and profitability must go together with responsible social and environmental practices.

Over the past year, the Board has continued to integrate sustainability considerations into the Group's strategic direction. This includes identifying material sustainability factors, assessing their relevance to our operations, and overseeing their ongoing management and performance. Through this process, the Board has outlined key Economic, Environmental, Social and Governance ("**EESG**") factors that are fundamental to the Group's ability to create sustainable value.

We reaffirm our strong commitment to responsible and sustainable business practices. To support this commitment, we have implemented a Sustainability Reporting Policy ("**SR Policy**") that sets out our sustainability strategy, reporting framework, materiality assessment approach, and the processes for identifying, monitoring, and managing key EESG factors. The SR Policy places strong emphasis on continuous improvement through regular review, evaluation and refinement, ensuring that our priorities remain relevant in an evolving business and regulatory landscape.

Guided by our overarching objective of maintaining a responsible and sustainable business model, we continue to strengthen relationships with our business partners, steward resources prudently and contribute meaningfully to the communities in which we operate. Through job creation, skills development, learning opportunities and support for local challenges, we seek to generate shared value and long-term positive impact.

The following sections of this report outline the Group's initiatives and progress in advancing sustainable growth and supporting long-term societal and environmental well-being. The Board remains steadfast in our commitment to responsible leadership, accountability and continuous progress as we work collaboratively with our stakeholders to build a more sustainable future.

For and on behalf of the Board

Tan Tong Guan
Co-founder, Executive Chairman and CEO
7 April 2026

SUSTAINABILITY REPORT

1.2. ABOUT US

The Group, through our wholly-owned subsidiary, AVH Animal Ark Pte. Ltd. (the "**AVHAA**"), is a Singapore-based provider of veterinary care and clinical services for small animals. Since our incorporation in February 2010, the Group has remained committed to delivering high-quality and compassionate veterinary services, with a strong focus on animal welfare, clinical excellence and responsible care.

The Group currently operates two veterinary clinics in Singapore, both of which are registered with the Singapore Veterinary Association. Our clinics offer a comprehensive range of general veterinary services, including medical, surgical and dental care, for small animals such as dogs, cats, rabbits and other pocket pets. We take pride in our ability to provide advanced diagnostic work-ups and access to up-to-date medical treatments and surgical procedures, enabling us to meet the diverse and evolving needs of our patients.

Animal well-being and client trust are central to our approach. We strive to deliver the highest standard of care in a calm and minimally stressful environment, and operate one of the few open-concept veterinary clinics in Singapore, where pet owners are welcome to accompany their pets throughout the entire consultation and treatment process. In addition to conventional veterinary medicine, we also offer complementary therapies, including acupuncture and Traditional Chinese Medicine, providing a more holistic approach to animal care.

Guided by a strong sense of responsibility and compassion, the Group aspires to be a trusted partner at the forefront of pet care in Asia. We seek to achieve this by upholding the highest professional and ethical standards, investing in clinical capabilities, and fostering long-term relationships with our clients, partners and communities. Looking ahead, the Group will continue to explore opportunities for organic growth, acquisitions and strategic collaborations in Singapore and across the region, in support of our long-term and sustainable development.

The Company has been listed on the Official List of the SGX-Catalist since July 2010, reflecting our commitment to transparency, accountability and good corporate governance as we work to create sustainable value for our stakeholders.

VISION

To be the trusted partner at the forefront of pet care in Asia

MISSION

To practise the highest standard of pet care with compassion

CORE VALUE – ACE

Advancement:
through continued education and technology

Commitment:
as a trusted partner with professional ethics

Excellence:
knowledge, skills and customer experience

SUSTAINABILITY REPORT

1.3. ABOUT THE REPORT

Scope of sustainability report

The scope of the Report covers information on material sustainability aspects of the Group, covering the period from 1 January 2025 to 31 December 2025 unless otherwise specified. This should sufficiently address stakeholders' concerns about sustainability issues arising from the major business operations of the Group.

For a list of entities included in this report, please refer to **Appendix A**.

Reporting framework

The Report is prepared in compliance with Rules 711A and 711B of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") Listing Manual Section B: Rules of Catalist (the "**Catalist Rules**") which draws on the guidance set out by the Practice Note 7F Sustainability Reporting Guide of the Catalist Rules.

In addition to complying with the relevant listing rules, this Report is also crafted with reference to the Global Reporting Initiative ("**GRI**") Standards, which is recognised as a comprehensive and globally accepted framework for sustainability reporting. Our Report adheres to the GRI's principles for determining report content and ensuring report quality. This involves a thorough consideration of the Group's activities, their associated impacts, and the significant expectations and interests of our stakeholders.

Please refer to **Appendix C** for the GRI standards content index.

Furthermore, this Report is prepared with reference to the recommendations of the Task Force on Climate-related Financial Disclosures ("**TCFD**"), which form the foundational framework of IFRS S2 Climate-related Disclosures. We have adopted a phased approach to enhance our climate-related disclosures in alignment with the requirements of the IFRS S2 Climate-related Disclosures and the recommendations in Practice Note 7F Sustainability Reporting Guide of the Catalist Rules, focusing on specific areas of climate-related financial disclosures in our reporting. This approach enables us to address key aspects of climate risk and opportunities within the context of our operations and business activities.

Please refer to **Appendix D** for the TCFD recommendations content index.

United Nations Sustainable Development Goals

The 17 United Nations Sustainable Development Goals (**UN SDGs**) are central to the UN's 2030 Agenda, aiming to foster a sustainable future for both people and the planet. Our Sustainability Framework is crafted to support these goals. We recognise that we can significantly influence certain UN SDGs, particularly in the environmental and social spheres. For additional information on how we support these goals, please refer to pages 13 to 14 of the Annual Report 2025.

SUSTAINABILITY REPORT

Independent verification

The data and information presented in this Report have not undergone verification by an independent third party. We have maintained accuracy through internal data monitoring and verification processes.

The Group's sustainability reporting process has been subject to an internal review by our internal auditors in accordance with the internal audit plan approved by the Audit Committee, as required by Rule 711B(3) of the Catalist Rules. No independent external assurance has been sought for this Report.

Restatement

No restatements were made from the previous Report.

Sustainability Contact

This Report is available for download on:

- The SGX-ST's website at the URL: https://www.sgx.com/securities/company-announcements; and
- The Company's corporate website at the URL: https://asiavets.com/investor-relations/.

As we seek to continually improve upon our sustainability efforts, any feedback is welcomed at general@asiavets.com.

Supporting UN SDGs

To develop a robust and effective sustainability strategy, we have embedded our core commitments across all key areas of our programme. Guided by the UN SDGs, we align our objectives with these global priorities to deliver broad, meaningful and measurable impact. Our approach is designed to address environmental, social and economic challenges in a balanced manner, while supporting the long-term interests of both our organisation and our stakeholders.

Goals	How we support
3 GOOD HEALTH AND WELL-BEING	We are committed to safeguarding the health and safety of our employees. We implement workplace safety measures, infection control protocols and regular training to minimise occupational risks and foster a safe and supportive working environment for our veterinary professionals and staff. Our policies and procedures provide a structured framework with clear and practical guidance, enabling employees to proactively identify, assess and mitigate potential workplace safety risks. For our commitment, please refer to **Occupational Health and Safety**.
5 GENDER EQUALITY	We are committed to promoting equal opportunities and fair treatment for all employees, regardless of gender. We uphold non-discriminatory employment practices and foster an inclusive workplace culture based on merit, respect and equal access to development opportunities. Please refer to **Diversity and Non-discrimination**.

SUSTAINABILITY REPORT

Goals	How we support
8 DECENT WORK AND ECONOMIC GROWTH	We are deeply committed to promoting decent work and sustainable economic growth, as reflected in our efforts to create positive value for the communities and economies in which we operate. Our approach includes upholding fair employment practices, investing in employee development, and engaging with local stakeholders to support and facilitate local economic development. Further details of our commitment and initiatives are set out in the **Social** section of this Report.
10 REDUCED INEQUALITIES	We are committed to promoting fairness, inclusion and equal opportunity in the workplace through non-discriminatory employment practices and a culture grounded in respect and merit. We seek to ensure that all employees have equitable access to employment, training and development opportunities, and that decisions relating to recruitment, remuneration and career progression are made objectively. Please refer to **Diversity and Non-discrimination**.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	We are committed to adopting responsible consumption and production practices by managing resources efficiently and minimising waste arising from our veterinary operations. We implement appropriate waste segregation and disposal procedures, including for clinical and pharmaceutical waste, and seek to procure goods and services responsibly in line with regulatory requirements and operational needs. For our commitment, please refer to **Procurement Practices, Waste and Pet Safety**.
13 CLIMATE ACTION	We recognise the urgent need for climate action and are committed to reducing our greenhouse gas ("**GHG**") emissions through a range of measures, including energy-efficient clinic design and more sustainable operational practices. We actively seek to minimise the environmental impact arising from our veterinary operations while maintaining high standards of animal care and clinical effectiveness. Further details are set out in the **Environment** section of this Report.

1.4. OUR SUSTAINABILITY PERFORMANCE AND TARGETS

To support robust sustainability performance measurement and effective progress tracking, the Group has established a comprehensive set of sustainability targets across defined time horizons.

Short-term targets focus on the immediate next financial year and are designed to drive near-term action and accountability. These targets reflect initiatives and performance outcomes that are largely within the Group's direct operational control and enable timely monitoring and management response.

Mid- to long-term targets, defined over the time horizon up to FY2030, reflect the Group's longer-term sustainability ambitions and strategic direction. Rather than being set as a single end-state outcome in FY2030, these targets are primarily structured as annual performance thresholds, such as maintaining annual greenhouse gas emissions at or below specified levels.

This approach ensures that sustainability performance is managed consistently and sustainably over time, while allowing the Group to respond to changes in business activity, regulatory requirements, and technological developments. Annual targets are reviewed within the context of the FY2030 horizon to ensure that near-term actions remain aligned with the Group's longer-term sustainability objectives.

SUSTAINABILITY REPORT

Material Topics	Target for FY2025	FY2025 Performance	Achievement	Target for FY2026	Mid- to Long-Term Target
Procurement Practices	95% of procurement comes from local vendors	100% of our procurement comes from local vendors		95% of procurement comes from local vendors	Continue to maintain procurement from local vendors at or above 95%
Business Integrity and Anti-corruption	Zero incidents of bribery or corruption reported	Zero incidents of bribery or corruption reported		Zero incidents of bribery or corruption reported	Continue to maintain zero tolerance for bribery and corruption
Environmental Compliance	Zero non-compliance with environmental regulations	Zero non-compliance with environmental regulations		Zero non-compliance with environmental regulations	Continue to maintain full compliance with environmental regulations
Greenhouse Gas Emissions	Below 0.007 tCO_2e/revenue S$'000 GHG emission intensity	0.008 tCO_2e/revenue S$'000 GHG emission intensity		Below 0.007 tCO_2e/revenue S$'000 GHG emission intensity	Maintain annual GHG emission intensity below 0.007 tCO_2e/revenue S$'000 through continuous efficiency improvements and emissions management initiatives
Electricity Use	Below 19 kWh/revenue S$'000 electricity consumption intensity	19.8 kWh/revenue S$'000 electricity consumption intensity		Below 19 kWh/revenue S$'000 electricity consumption intensity	Maintain electricity consumption intensity below 19 kWh/revenue S$'000 on an annual basis through ongoing energy efficiency measures
Water Use and Management	Below 0.10 m^3/revenue S$'000 water consumption intensity	0.19 m^3/revenue S$'000 water consumption intensity		Below 0.10 m^3/revenue S$'000 water consumption intensity	Maintain annual water consumption intensity at or below 0.10 m^3/revenue S$'000 through improved water management practices
Clinical Waste Management	No target was set for FY2025	Zero incidents involving improper disposal of medical waste	N	Zero incidents of improper disposal of medical waste	Continue to maintain zero incidents through strengthened waste management practices
Attraction and Retention	Below 35% for new hire rate and turnover rate	21% new hire rate and 16% turnover rate		Below 30% for new hire rate and turnover rate	Continue to improve workforce stability while maintaining annual targets of below 30% for new hire rate and turnover rate

SUSTAINABILITY REPORT

Material Topics	Target for FY2025	FY2025 Performance	Achievement	Target for FY2026	Mid- to Long-Term Target
Employee Training and Development	More than 8 average training hours per employee	13.5 average training hours per employee		More than 10 average training hours per employee	Continue to maintain employee training and development aligned with annual targets of more than 10 average training hours per employee
Occupational Health and Safety	• Zero fatality in the workplace • Zero high-consequence injuries in the workplace • Zero recordable injuries in the workplace • Zero recordable work-related ill health cases in the workplace	• Zero fatality in the workplace • Zero high-consequence injuries in the workplace • Zero recordable injuries in the workplace • Zero recordable work-related ill health cases in the workplace		• Zero fatality in the workplace • Zero high-consequence injuries in the workplace • Zero recordable injuries in the workplace • Zero recordable work-related ill health cases in the workplace	Continue to maintain a safe and healthy workplace aligned with annual targets of zero workplace health and safety incidents
Pet Safety	Zero non-compliance with regulations pertaining to the health and safety impacts of our products and services	Zero non-compliance with regulations pertaining to the health and safety impacts of our products and services		Zero non-compliance with regulations pertaining to the health and safety impacts of our products and services	Continue to maintain compliance with pet health and safety regulations with zero non-compliance incidents
Customer Satisfaction	No target was set for FY2025	3 cases of customer complaint were reported	N	Strengthen customer complaint management processes and progressively improve customer satisfaction, with the intention of setting quantitative targets in future reporting periods	
	Zero complaints reported regarding breaches of customer privacy or losses of customer data – compliance	Zero complaints reported regarding breaches of customer privacy or losses of customer data – compliance		Zero complaints reported regarding breaches of customer privacy or losses of customer data – compliance	Continue to maintain robust customer data protection and privacy controls with zero complaints reported

Symbol	Meaning
N	The new commitment this year
	Not achieved
	Achieved

For details on our EESG metrics, refer to the attached Sustainability Scorecard in **Appendix B**. For the methodologies for the measurement of our metrics, please refer to the appended Methodologies and Data Boundaries in **Appendix E**.

SUSTAINABILITY REPORT

Key Management Performance Link with EESG Targets

The Group has integrated EESG targets into key management performance assessments to ensure accountability and alignment with sustainability objectives. The EESG-linked Key Performance Indicators ("**KPIs**") and their respective weightage within the overall EESG target are as follows:

- Economic and Governance: Procurement spending on local vendors.

- Environmental: Non-compliance with environmental regulations, Incidents reported involving improper disposal of medical waste.

- Social: Fatalities in workplace, High-consequence injuries in the workplace, Recordable injuries in the workplace, Recordable work-related ill health cases in the workplace, Non-compliance with regulations pertaining to the health and safety impacts of products and services, Complaints reported regarding breaches of customer privacy or losses of customer data-compliance.

The KPIs reinforce the Group's commitment to sustainable business practices and regulatory compliance. The alignment ensures that key leadership positions, including the Executive Chairman and Chief Executive Officer and Chief Financial Officer are directly responsible for achieving EESG performance goals, driving long-term value creation, and upholding corporate responsibility.

SUSTAINABILITY REPORT

2. OUR APPROACH TO SUSTAINABILITY

2.1. Sustainability Organisational Structure

Our sustainability strategy is developed and guided by Senior Management (comprising the Executive Chairman and Chief Executive Officer, Chief Financial Officer, and Medical Director and General Manager) in close collaboration with the Board. The Board's roles include considering sustainability issues in the Group's business and strategy, determining material EESG factors, and overseeing the management and monitoring of such material EESG factors. Within our organisational framework, the Sustainability Working Group plays a central role, comprising key members such as the Chief Financial Officer and the Operations Manager. Led by the Executive Chairman and Chief Executive Officer, this group is responsible for implementing our sustainability strategy, assessing the Group's significant EESG impacts, addressing stakeholder priorities, setting goals and targets, and ensuring the accurate collection, verification, monitoring, and reporting of performance data for sustainability disclosures.

The Board recognises the importance of sustainability matters in supporting the Group's long-term strategy. All Directors have completed the prescribed sustainability training in 2022, which enhances the Board's ability to effectively oversee sustainability-related risks, opportunities and disclosures. The Nominating Committee has assessed that the Directors continue to possess sufficient knowledge and expertise to discharge their sustainability oversight responsibilities, having regard to the completed training and the Board's ongoing engagement with sustainability matters through the annual reporting cycle.

The Board

Oversee sustainability matters of the Group

Senior Management

Formulation of sustainability strategy

Sustainability Working Group

Execution of sustainability strategy

SUSTAINABILITY REPORT

2.2. Materiality Assessment

We first conducted a materiality assessment in 2019 in alignment with the GRI Standards to identify the EESG matters most relevant to our business and stakeholders, supported by engagement with key stakeholder groups. In this year's report, we performed a reassessment of the material EESG topics, resulting in the addition of certain new topics to reflect evolving priorities and stakeholder expectations, while the stakeholder groups identified through this assessment have remained unchanged since the last reporting period. We remain committed to periodically reviewing and refining our material topics to ensure they continue to reflect our business activities, impacts and stakeholder expectations.

In preparing this Report, we applied the four GRI reporting principles to determine the scope and content of disclosures, taking into consideration our operations and impacts, as well as the substantive interests and expectations of our stakeholders.

Stakeholder Inclusiveness

Defining stakeholders and explaining how the Group has responded to their expectations and interests.

Sustainability Context

Presenting the Group's performance in the wider context of sustainability.

Materiality

Identifying the Group's significant EESG factors.

Completeness

Disclosing significant EESG factors and boundaries to assess the Group's performance in the reporting period.

The Group has adopted the four-step approach below to identify the relevant topics for reporting:

Identification

Identify material topics that are important to the Group.

Prioritisation

Prioritise material topics under the respective GRI Topic-specific Standards and identify key sustainability topics to be reported upon.

Validation

Validate completeness of the key sustainability topics to finalise report content.

Review

Re-examine the material topics taking into consideration changing business landscape and emerging trends.

SUSTAINABILITY REPORT

2.3. Stakeholder engagement

We recognise the importance of continuously evolving our responsible business approach to address growing stakeholder expectations regarding our economic, environmental and social impacts. Accordingly, we engage regularly with our key stakeholders, including employees, customers, investors, suppliers and regulators, to understand the issues most relevant to them and to the Group.

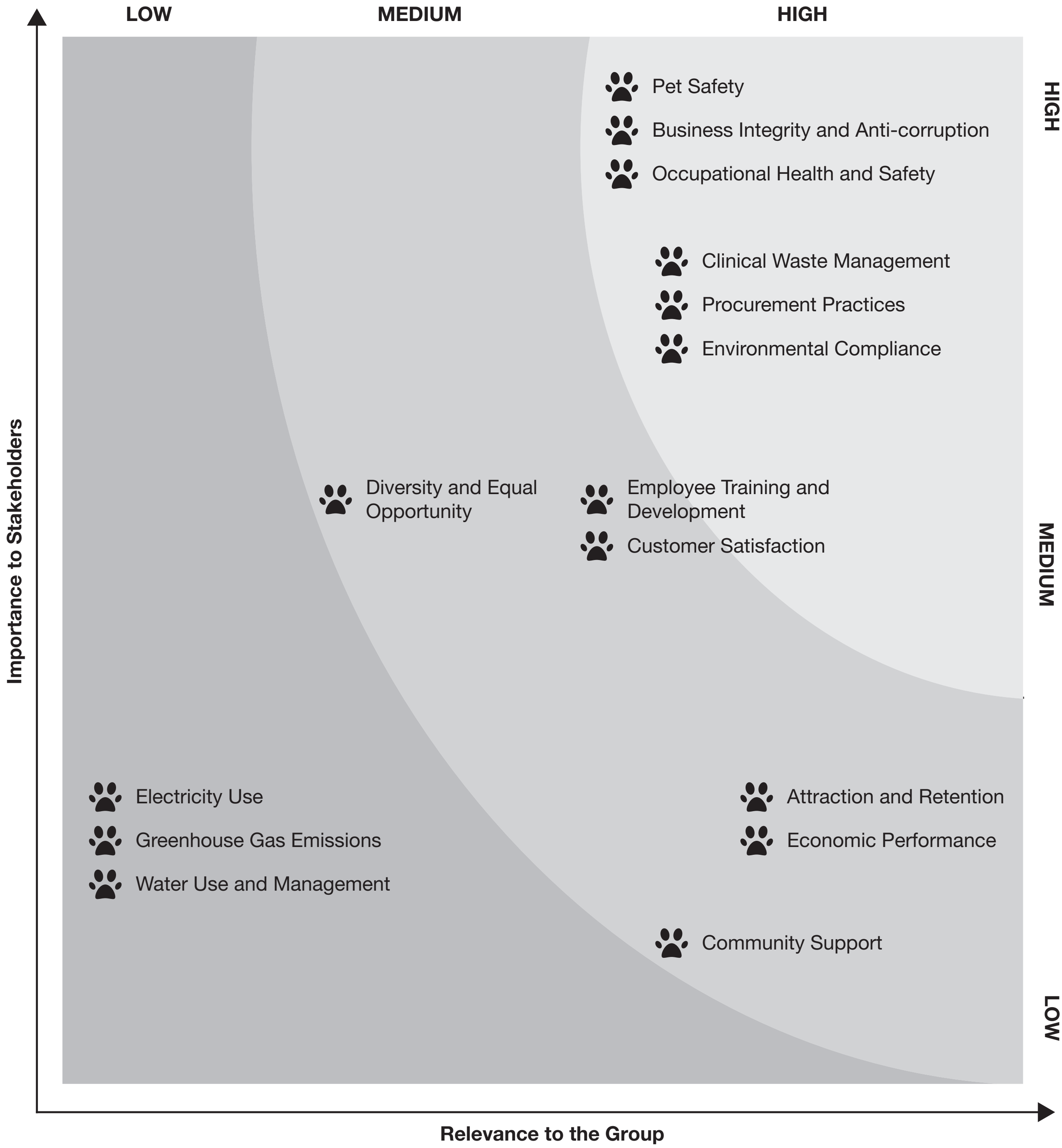
Each stakeholder contributes valuable resources to our business, regardless of their position within the value chain. We remain committed to placing our stakeholders at the centre of our decision-making and to fostering trusted, long-term partnerships. The key stakeholder groups with whom we engage are outlined below.

Stakeholders	Basis for Determining Stakeholders	Engagement Method	Frequency of Engagement	Area of Concerns
Employees	Employees execute the direction of the Group	• Different modes of communication such as face to face, tele and video conferencing • Annual performance review • Training • Survey	• As and when required • Annually • Annually • Annually	• Safe working environment • Fair benefits and compensation • Equal employment opportunities • Adequate training provided
Customers	Customers' needs influence the direction of the Group	• Different modes of communication such as face to face, tele and videoconferencing • Website • Talks and seminars • Survey	• As and when required • As and when required • As and when required • Annually	• Safe and calming environment • Quality of products and services • Qualification and competency • Data privacy
Investors	Influence on Management's decisions and responsibility towards investors	• Annual General Meeting • Group's corporate website • Announcements via SGXNet	• Annually • As and when required • As and when required	• Financial performance • Governance and transparency • Anti-corruption
Suppliers	Dependency on suppliers to carry out business operations	• Collaboration meetings • Survey	• As and when required • Annually	• Prompt payment • Feedback on supplies
Regulators	Compliance with local laws and regulations	• Reporting platform	• Annually • As and when required	• Compliance with regulatory requirements

SUSTAINABILITY REPORT

2.4. Sustainability Materiality

Based on stakeholder engagement conducted during the year, the Group reassessed its sustainability material topics to ensure their continued relevance to the Group's principal business activities and key operational risks. As a result, an updated sustainability materiality matrix was developed to guide the Group's sustainability strategy, as illustrated in the accompanying diagram. Topics positioned in the top right quadrant are considered material to the Group and are therefore addressed in this Report.



SUSTAINABILITY REPORT

2.5. Material Factors

In response to evolving operational priorities and increasing stakeholder expectations, the Group has enhanced our materiality framework for this year's Report. In addition to the material topics previously identified, we have introduced Clinical Waste Management, Water Consumption, and Customer Satisfaction as new material topics. These new areas reflect our commitment to responsible environmental management, particularly in relation to waste and resource use arising from veterinary operations, as well as our focus on service quality, accountability and meaningful engagement with our customers. Through this enhancement, we aim to provide stakeholders with a more comprehensive and transparent view of the matters that are most significant to our business and sustainability journey.

Material Topic	Reason for Materiality	Concerns Addressed	GRI Standard Disclosure	Area of Concerns	
				Within the Group	Outside the Group
Economic and Governance					
Economic Performance	Poses significant effects towards investors	• Financial Performance • Quality of Products and Services • Qualification and Competency	• 201-1	√	
Procurement Practices	Poses significant effects towards suppliers	• Prompt Payment • Feedback on Supplies	• 204-1	√	
Business Integrity and Anti-corruption	Poses significant effects towards investors, suppliers and regulators	• Governance and Transparency • Regulatory Compliance • Anti-corruption	• 205-1 • 205-2 • 205-3	√	
Environment					
Electricity Use	Poses significant effects towards investors, customers and regulators	• Regulatory Compliance	• 302-1 • 302-3	√	
Water Use and Management	Poses significant effects towards investors, customers and regulators	• Regulatory Compliance	• 303-5	√	
Greenhouse Gas Emissions	Poses significant effects towards investors, customers and regulators	• Regulatory Compliance	• 305-2 • 305-3 • 305-4	√	

SUSTAINABILITY REPORT

Material Topic	Reason for Materiality	Concerns Addressed	GRI Standard Disclosure	Area of Concerns	
				Within the Group	Outside the Group
Clinical Waste Management	Poses significant effects towards regulators	• Regulatory Compliance	• 306-1 • 306-2	√	
Environmental Compliance	Poses significant effects towards regulators	• Regulatory Compliance	• 307-1	√	
Social					
Diversity and Equal Opportunities	Poses significant effects towards employees	• Fair Benefits and Compensation • Equal Employment Opportunities	• 401-1 • 405-1 • 406-1	√	
Attraction and Retention	Poses significant effects towards employees	• New employee hires and employee turn over	• 401-1	√	
Occupational Health and Safety	Poses significant effects towards employees and regulators	• Safe Working Environment	• 403-2 • 403-9 • 403-10	√	
Employee Training and Development	Poses significant effects towards employees	• Adequate Training	• 404-1 • 404-2 • 404-3	√	
Pet safety	Poses significant effects towards customers	• Safe and Calming Environment • Quality of Products and Services • Qualification and Competency	• 416-2	√	
Customer Satisfaction	Poses significant effects towards customers	• Data Privacy	• 418-1	√	
Community Support	Poses significant effects towards customers	• Community Support	• 413-1	√	

SUSTAINABILITY REPORT

3. PERFORMANCE

3.1. Economic and Governance

FY2025 Key Performance

S$2.3m	61	100%	Zero
Direct economic value generated	Local Vendors	Procurement Spending on Local Vendors	Incidents of bribery or corruption reported

Economic Performance

S$2.3m
Direct economic value generated

Our primary sources of income are the provision of veterinary services and the sale of veterinary medicines. In FY2025, the Group recorded revenue of approximately S$2.3 million, representing an 8% decrease as compared to S$2.5 million in the previous financial year ended 31 December 2024 ("**FY2024**").

The year-on-year decline was primarily attributable to two factors. First, the relocation of one clinic to Mandai during the third quarter of FY2024, which resulted in the temporary loss of some existing customers and required time to establish a stable customer base and attract new clients at the new location. Second, one of the veterinarians has been on maternity leave since the second quarter of FY2025.

Despite the short-term impact on revenue, the Group continues to focus on strengthening core veterinary service offerings and maintaining operational stability. The Group will continue to pursue strategic acquisition and collaboration opportunities with related businesses and veterinary clinics in Singapore and overseas to broaden its business scope and customer base.

Procurement Practices

61
Local Vendors

The Group manages its procurement activities with a focus on operational reliability, responsible sourcing, and long-term value creation. As a provider of veterinary services, the Group's value chain is highly dependent on the timely and consistent availability of medical supplies, pharmaceuticals, consumables, and clinical equipment. Any disruption in the supply chain could directly affect clinical operations and the quality of care delivered across the Group's network of clinics. During the year, the Group streamlined and consolidated its procurement activities to improve operational efficiency and reduce logistics costs. This resulted in a reduction in the number of active vendors to 61, as compared to 78 in the previous financial year, enabling closer supplier engagement and more effective cost management.

SUSTAINABILITY REPORT

Local sourcing remains a core element of the Group's procurement strategy, as it supports shorter lead times, smoother coordination, and a more reliable supply chain. In FY2025, all of the Group's 61 suppliers were locally based, with approximately S$0.6 million in procurement expenditure incurred within Singapore, accounting for 100% of total procurement spend. This approach is reinforced by an annual target to maintain at least 95% of procurement spending with local suppliers, which is incorporated into senior management performance metrics and intended to be maintained over the mid- to long-term timeline.

100%
Procurement Spending on Local Vendors

Business Integrity and Anti-corruption

We are firmly committed to upholding the highest standards of ethical, moral and legal conduct across all aspects of our business. We adopt a strict zero-tolerance approach towards bribery and corruption, and seek to embed a culture of integrity, transparency and accountability in all our interactions with stakeholders, including customers, shareholders, business partners, employees and the wider community.

Our **Code of Business Conduct and Ethics** applies to all Directors, key management personnel and employees, and sets out clear expectations for ethical behaviour, professional conduct and compliance with applicable laws and regulations. This Code serves as a foundational framework guiding decision-making and conduct across the Group. In support of this, we have implemented a **Disciplinary Proceedings Policy**, which provides clear guidance on expected standards of behaviour and outlines the consequences of breaches, reinforcing accountability and promoting continuous improvement.

The Group has also established a **Whistle-Blowing Policy** to support transparency and ethical conduct. This policy provides a formal and confidential channel for employees and external parties to report suspected misconduct, corruption or irregularities, and ensures that all reports made in good faith are handled objectively and without retaliation.

To further strengthen our governance framework, we require the declaration and management of conflicts of interest in accordance with our policies. All employees and Directors are required to submit a Conflict of Interest Declaration where applicable, and new suppliers must provide a similar declaration prior to establishing any business relationship with the Group. Any potential conflict must be avoided or disclosed and managed, unless assessed by Management to be acceptable and not detrimental to the Group's interests.

In FY2025, the Group achieved its short-term target of zero reported incidents of bribery or corruption, reflecting its commitment to high standards of ethical conduct. Over the mid- to long-term timeline, the Group will continue to uphold a zero-tolerance approach through robust policies and controls.

SUSTAINABILITY REPORT

3.2. Environment

FY2025 Key Performance

18.5 tCO_2e
Total GHG emissions (without Scope 3)

0.008 tCO_2e/ S$'000
GHG emissions intensity (without Scope 3)

46,042 kWh
Total electricity consumption

437 m^3
Total water consumption

Zero
Incidents involving improper disposal of medical waste

No instances of non-compliance with environmental laws and regulations

Climate Resilience

The Group recognises that climate change presents both immediate and long-term risks to our operations and the communities in which we operate. As such, we are progressively strengthening our approach to climate resilience by identifying, assessing and managing climate-related physical and transition risks that may affect our clinics, supply chain and service continuity. Our focus is on integrating climate considerations into our risk management and operational planning to support the long-term sustainability of the Group.

We are committed to enhancing transparency in our climate-related disclosures and are taking steps to align our reporting with the recommendations of the TCFD, which form the foundational framework of IFRS S2 Climate-related Disclosures. The Group is progressively enhancing its climate-related disclosures towards alignment with IFRS S2 requirements. Through regular monitoring of our greenhouse gas emissions and environmental footprint, we seek to better understand our climate impact and identify practical opportunities to reduce emissions and improve operational efficiency. These efforts form an integral part of our broader commitment to responsible environmental stewardship and sustainable business practices.

Governance

Sustainability is an integral part of our corporate strategy and underpins our approach to long-term value creation. We recognise that the way we manage our impact on employees, the environment and the wider community directly influence our business resilience and financial performance.

Oversight of sustainability matters is provided by the Board, with Senior Management playing a central role in fostering a sustainability-oriented culture across the Group and monitoring sustainability performance. To support the effective implementation of sustainability initiatives, a Sustainability Working Group has been established and is responsible for coordinating actions across the organisation, ensuring that sustainability considerations are systematically integrated into our business operations.

SUSTAINABILITY REPORT

Strategy

Building on the climate-related risk and opportunity assessment conducted in the previous reporting period, we have continued to integrate climate considerations into our strategic planning and operational decision-making. Climate-related risks and opportunities are assessed with reference to their potential impact on our clinics and operations across short-, medium- and long-term time horizons, enabling us to prioritise actions and allocate resources effectively. This ongoing process supports the Group's ability to anticipate climate-related challenges, strengthen operational resilience and adapt our strategy in line with evolving environmental and regulatory developments.

Short-term	Medium-term	Long-term
(≤ 5 years)	(5 to 15 years)	(> 15 years)

The Group recognises that different time horizons are applied for climate risk assessment and sustainability target setting, reflecting the distinct objectives and nature of each process. Climate risk assessment focuses on identifying and evaluating potential physical and transition risks that may materialise over extended timeframes. Accordingly, the Group adopts short-, medium-, and long-term time horizons in line with ISSB guidance to assess the potential impacts of climate-related risks and opportunities on its business. Sustainability target setting, in contrast, is primarily focused on near-term operational performance and is aligned with the Group's annual reporting cycle and business planning processes. As such, ESG targets are generally set on a one-year basis to enable regular performance monitoring, accountability, and timely management response. These annual targets are guided by a medium-term timeline of approximately five years, which provides strategic direction and ensures that short-term actions remain aligned with the Company's medium-term sustainability objectives. Based on this assessment, the Group has determined that no long-term climate risks (beyond the medium-term horizon) are expected to have a material financial impact on its operations. This conclusion reflects the Group's current business model as a small veterinary services provider operating in Singapore, where its physical asset base is limited and lease terms are short. The primary long-term physical risk of rising temperatures is expected to be partially offset by an increase in demand for preventive pet care services as heat-related illness in animals becomes more prevalent. The Group will continue to monitor long-term risk developments and revisit this assessment as climate science and regulatory guidance evolve.

We recognise the importance of a robust strategy and risk management framework in supporting our sustainability objectives, particularly in an environment of increasing regulatory, investor and stakeholder scrutiny. In assessing climate-related risks and opportunities, we draw on credible and widely recognised sources, including the Sixth Assessment Report ("**AR6**") of the Intergovernmental Panel on Climate Change ("**IPCC**") and the Third National Climate Change Study ("**V3**") published by the Meteorological Service Singapore.

SUSTAINABILITY REPORT

For this reporting year, we assessed our climate risks using two climate scenarios to enhance the robustness of our analysis. These include the SSP1-2.6 low-emissions scenario, which assumes global net-zero ambitions are broadly achieved after 2050, as well as the SSP3-7.0 high-emissions scenario, which reflects a higher-emissions pathway characterised by fragmented international cooperation and increased climate-related physical risks. These scenarios were selected to capture a broad range of plausible climate outcomes, allowing the Group to assess both transition risks under a low-emissions pathway and heightened physical risks under a higher-emissions pathway. The use of multiple scenarios enables us to better understand a range of potential climate outcomes and strengthens our ability to plan for and manage climate-related uncertainties.

The following are the key climate-related risks and opportunities identified in the selected pathways:

TRANSITIONAL

- **Short-term**
  - The business faces **evolving regulations**, marked by increased scrutiny and higher susceptibility to legal action, particularly in the realm of sustainability reporting obligations. Conversely, there is a potential positive impact from heightened government support for sustainability-related projects, such as the provision of grants. The Group anticipates a potential increase in compliance costs stemming from enhanced sustainability reporting, and it is actively monitoring new requirements from SGX as well as assessing climate risks to ensure effective adaptation within existing processes.
  - The Group is grappling with increased operational costs due to a **rise in electricity prices** in Singapore, driven by the implementation of a carbon tax in the energy market. Mitigation measures, including regular equipment maintenance and ongoing initiatives such as maintaining specific air conditioning temperatures and reminders to employees for energy conservation, are currently in progress.
- **Medium-term**
  - The Group acknowledges the shifting customer preference towards eco-friendly products and recognises the potential impact on pet clinic choices. Measures to address this include managing the rising costs of low GHG emissions veterinary supplies, making strategic capital investments in energy-efficient equipment while retiring older assets, and ongoing initiatives like placing recycling bins in clinics.

SUSTAINABILITY REPORT

PHYSICAL

- **Medium-term**
  - Climate-induced changes pose challenges for pet clinics, with rising temperatures contributing to a heightened incidence of **infectious diseases, parasites, and heat-related illnesses** in pets. This surge may elevate the demand for emergency veterinary services during heatwaves, potentially straining clinic resources. Despite these challenges, we identify an opportunity by offering preventive care packages to pet owners, aiming to safeguard pets against both infectious diseases and heat-related illnesses.
  - Extreme **weather events** can significantly impact AVH, leading to disruptions in the supply chain and damage to facilities and assets. The potential risks involve harm to employees and pets, including casualties, injuries, and fatalities as well as financial losses and operation disruption due to the damaged assets. This can result in reduced revenue due to limited availability of veterinary supplies, increased costs for repairing and replacing assets, and a rise in medical and insurance expenses. To mitigate these challenges, the Group has implemented strategies such as maintaining a one-month inventory of medicine, sourcing supplies locally with stock in Singapore, and strategically locating clinics outside flood zones.

Risk Management

The Group has established an Enterprise Risk Management ("**ERM**") framework, supported by a risk register, to systematically identify, assess, and manage the business and operational risks faced by the Group. Management performs regular reviews of the risk landscape, evaluating the likelihood and potential impact of identified risks, their underlying causes and consequences, as well as the effectiveness of existing controls, and determining appropriate mitigation measures and action plans. Climate-related risks are assessed and managed within this ERM framework in the same manner as other operational and strategic risks, ensuring they are subject to consistent governance, oversight, and monitoring.

Oversight of risk governance rests with the Board, with support from the Audit Committee, which together provide guidance and supervision over the design, implementation and ongoing effectiveness of the Group's risk management and internal control systems.

SUSTAINABILITY REPORT

Greenhouse Gas Emissions

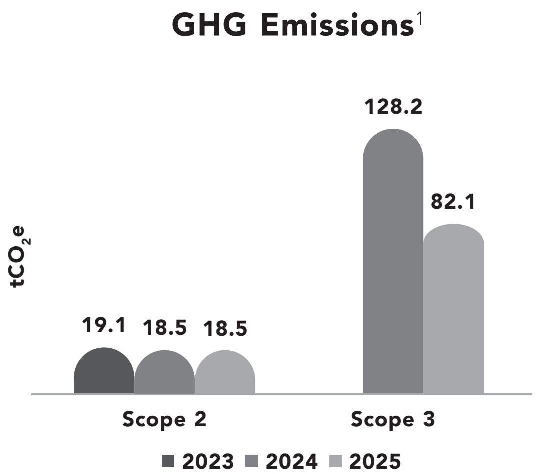
The Group continues to track and disclose its greenhouse gas ("**GHG**") emissions across Scope 2 and Scope 3 during the reporting period, consistent with the carbon accounting approach established in the previous year. Scope 1 emissions were assessed and determined to be immaterial to the Group, as the Group does not operate significant direct emission sources. This determination was based on the Group's assessment that its operations do not involve fuel combustion in boilers or furnaces, company-owned vehicle fleets, or other processes that give rise to direct GHG emissions. The Group's clinics are served entirely by grid electricity, with no on-site generation from fossil fuels. Accordingly, Scope 1 emissions are not separately quantified or reported in this Report. The Group will continue to reassess the materiality of Scope 1 emissions annually as its operations evolve. Scope 2 emissions arise primarily from electricity consumption across the Group's veterinary clinics. Scope 3 emissions comprise indirect GHG emissions occurring along the Group's value chain, both upstream and downstream, including emissions associated with the procurement and transportation of goods and other relevant activities not directly owned or controlled by the Group.

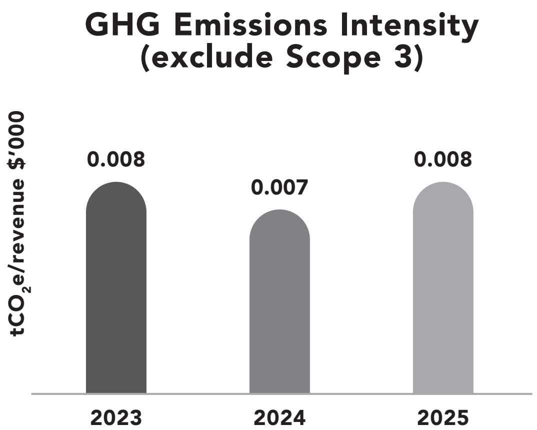
The Group's total Scope 2 GHG emissions for FY2025 amounted to 18.5 tonnes of carbon dioxide equivalent ("**tCO_2e**"), remaining unchanged from FY2024. However, GHG emissions intensity increased to 0.008 tCO_2e per revenue S$'000 ("**$tCO_2e$/revenue S$'000**"), representing an increase of approximately 14% from 0.007 tCO_2e/revenue S$'000 in the prior year.

The increase was primarily attributable to higher electricity consumption following the relocation of one clinic to larger premises, which increased the fixed baseline energy requirements such as lighting, air-conditioning, and essential medical equipment. The year-on-year decline in revenue further contributed to the higher GHG emissions intensity reported for the year. As a result, we did not achieve our FY2025 target of maintaining GHG emissions intensity below 0.007 tCO_2e/revenue S$'000. Despite this setback, the Group remains focused on strengthening energy efficiency over the mid- to long-term and will continue to pursue its ongoing target of maintaining electricity consumption intensity below 19 kilowatt hours per revenue S$'000.

Scope 3 emissions were excluded from the intensity calculation, as they primarily arise from value chain activities that are not directly within the Group's operational control and are not proportionate to revenue-driven operational performance.

Our GHG emissions are calculated with reference to the GHG Protocol developed by the World Resources Institute and the World Business Council for Sustainable Development, which remains the globally recognised standard for corporate GHG accounting and supports consistency and reliability in our emissions reporting.





[1] Scope 3 data was not tracked in FY2023

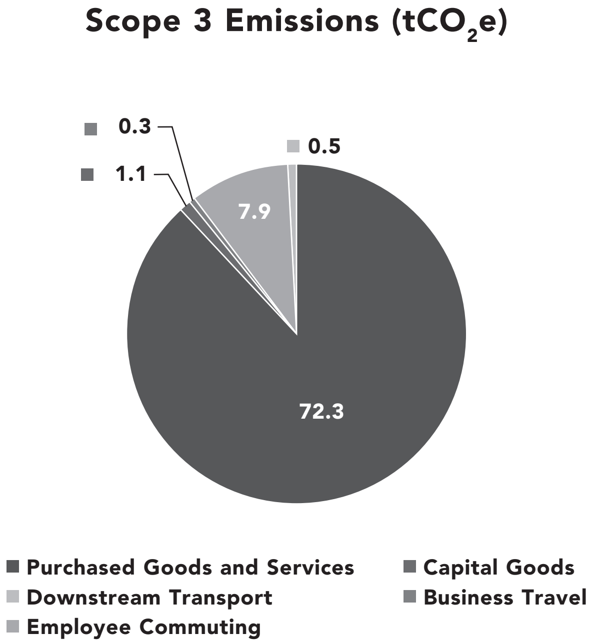
SUSTAINABILITY REPORT

Scope 2

In FY2025, the Group recorded Scope 2 greenhouse gas emissions of 18.5 tCO_2e. Although electricity consumption increased by 3% during the year, emissions remained unchanged due to the lower Singapore national grid emission factor offset the increase in consumption.

Scope 3

The Group continues to disclose GHG emissions across selected Scope 3 categories, following the expanded emissions boundary introduced in the previous reporting period. In FY2025, total Scope 3 emissions amounted to approximately 82.1 tCO_2e across five categories. This disclosure improves visibility into value chain impacts and supports informed sustainability planning and emissions management beyond our direct operations.



- Purchased Goods and Services generated 72.3 tCO_2e. This includes upstream emissions from goods and services we acquire, such as medical supplies, pet food, and outsourced services used in our pet clinic operations.

- Capital Goods generated 1.1 tCO_2e, reflecting emissions from the production and transport of long-term assets, such as medical equipment and infrastructure, used in our pet clinic.

- Business Travel resulted roughly in 0.3 tCO_2e, reflecting the carbon footprint of employee travel for business purposes. This includes emissions from air travel, ground transportation, and accommodations, highlighting the significant environmental impact of our travel-related activities.

- Employee Commuting generated 7.9 tCO_2e, reflecting the emissions associated with our employees' daily travel to and from the workplace. This category includes multiple transportation modes, such as private vehicles, public transit, and cycling. It emphasises the considerable environmental footprint of commuting activities, highlighting an area of focus for future sustainability efforts within our organisation.

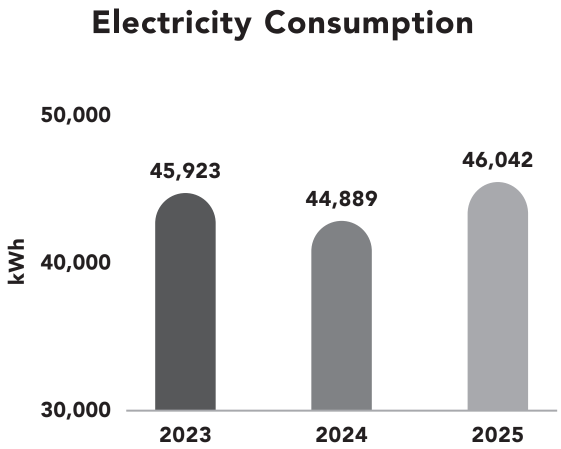
- Downstream Transport generated 0.5 tCO_2e which includes emissions associated with the transportation of house call services.

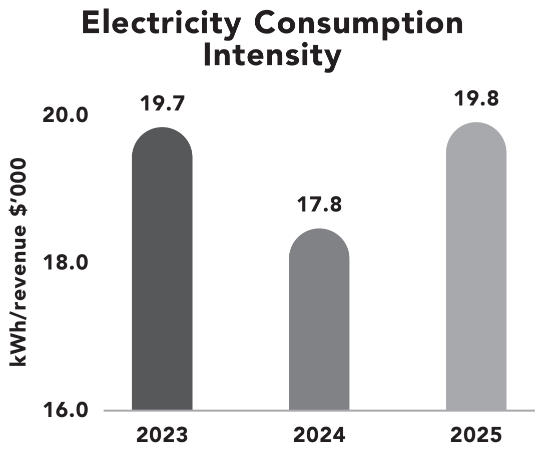
SUSTAINABILITY REPORT

Electricity Use

Electricity supplied by the municipal grid is the Group's primary source of energy, supporting the daily operations of our veterinary clinics and the use of essential medical equipment. As such, effective energy management remains a key focus of our environmental efforts.

In FY2025, the Group recorded total electricity consumption of 46,042 kilowatt hours ("**kWh**"), representing an approximately 3% increase from 44,889 kWh in FY2024. Electricity consumption intensity rose to 19.8 kWh per revenue S$'000 ("**kWh/revenue S$'000**"), as compared to 17.8 kWh/revenue S$'000 in the previous year. Consequently, we did not fully meet our FY2025 target of maintaining electricity consumption intensity below 19 kWh/revenue S$'000. Electricity consumption increased mainly due to the relocation of one clinic to larger premises, while lower revenue contributed to the higher electricity consumption intensity reported for the year.





Notwithstanding this, the Group remains committed to improving the electricity consumption performance through ongoing energy-efficiency measures across our clinics, including regular equipment maintenance, optimisation of air-conditioning settings, and staff reminders on responsible energy use. Going forward, the Group will continue to closely monitor electricity consumption and identify opportunities to enhance operational efficiency in support of our continuing target of maintaining electricity consumption intensity below 19 kWh/revenue S$'000.

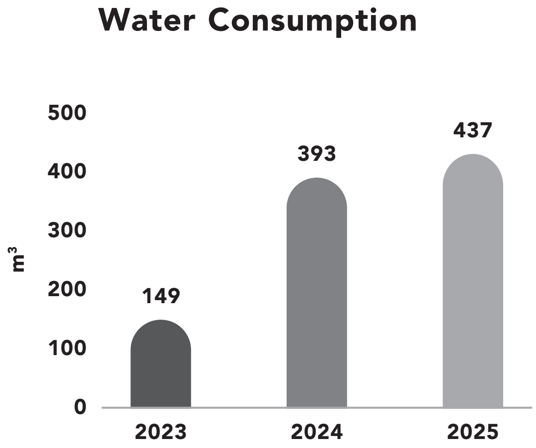
Water Use and Management

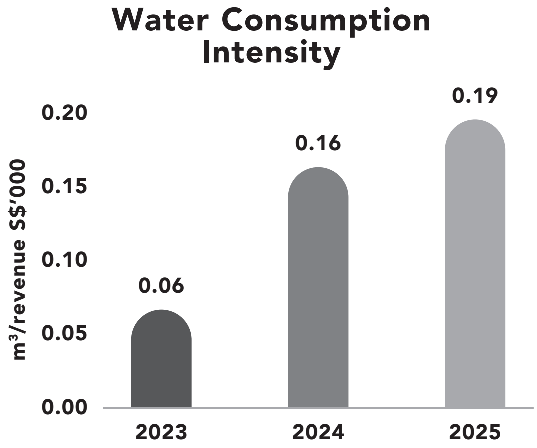
Water used in our operations is supplied by the municipal network, with consumption primarily arising from day-to-day clinical activities at our pet clinics, including cleaning, bathing and hygiene-related processes for animals and medical equipment.

In FY2025, total water consumption amounted to 437 cubic metres ("**m^3**"), representing an increase of approximately 11% as compared to 393 m^3 in FY2024.

Water consumption intensity increased to 0.19 m^3 per revenue S$'000 ("**$m^3$/revenue S$'000**"), as compared to 0.16 m^3/revenue S$'000 in the previous year. The increase in water consumption during the reporting period was primarily attributable to a water pipe leakage at the Tampines clinic identified during the year. The issue was subsequently rectified by the Public Utilities Board ("**PUB**") in January 2026. As a result of this incident, the Group did not achieve the water consumption target set for FY2025.

SUSTAINABILITY REPORT





The Group continues to implement water-saving systems and maintain a preventive maintenance programme to support early detection and timely repair of leaks. In parallel, we actively promote responsible water use through ongoing employee awareness and engagement initiatives, reinforcing our commitment to efficient resource management across our operations. The Group remains confident that, under normal operating conditions, water consumption intensity would have been within our continuing target range, as the increase was driven by exceptional and uncontrollable circumstances arising from the water pipe leakage.

Clinical Waste Management

Waste management remains an essential operational consideration for the Group, reflecting the nature of veterinary services delivered across our clinics. Waste generated primarily comprises medical waste arising from clinical activities, including sharps and biohazardous materials, as well as non-hazardous waste from general clinic operations. The Group recognises the importance of responsible waste management in minimising environmental impact and ensuring compliance with applicable environmental laws and regulations.

The Group has established procedures and internal guidelines to govern the segregation, handling and temporary storage of medical waste, including needles, sharps and other hazardous materials. Medical waste is collected and disposed of by licensed contractors in accordance with regulatory requirements, while non-hazardous waste is managed through standard waste disposal channels. Waste handling practices are overseen as part of routine clinic operations to support consistent and compliant implementation.

During FY2025, the Group recorded no incidents of improper disposal of medical waste. The Group remains committed to maintaining this record through continued adherence to effective and compliant waste management practices across its operations.

Environmental Compliance

The Group recognises the importance of complying with applicable environmental laws and regulations in the operation of our veterinary clinics, particularly in areas such as waste management and environmental protection. Adherence to these regulatory requirements forms part of the Group's approach to responsible and sustainable business practices.

Compliance is underpinned by established operational controls and routine oversight across clinic operations. In FY2025, the Group recorded no instances of non-compliance with applicable environmental laws and regulations, and remains confident in its ability to maintain this record going forward.

SUSTAINABILITY REPORT

3.3. Social

FY2025 Key Performance

Zero
Reported incidents of discrimination

87%
of employees were female

13.5 hour
Average Training Hours per employee

Zero
Fatalities, High-consequence injuries, Recordable injuries

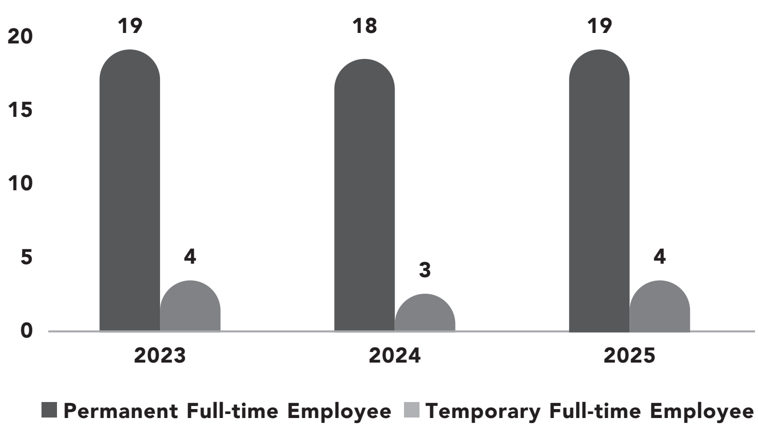
Attraction and Retention

We recognise that our employees are fundamental to the Group's ability to deliver quality veterinary services and achieve sustainable long-term growth. We are committed to providing a fair, inclusive, and supportive workplace that values diversity, promotes employee wellbeing, and supports continuous development. We strictly comply with applicable human resource policies and regulations covering working hours, leave entitlements, employee benefits, and data privacy, to ensure equitable treatment and fair employment practices for all employees. Through these commitments, we aim to build a stable, motivated, and resilient workforce that meets the evolving needs of our business and stakeholders.

In FY2025, the Group continued to focus on maintaining a stable and capable workforce to support its operational needs and long-term growth. As at the end of the reporting period, the Group employed a total of 23 employees, as compared to 21 employees in FY2024. The year-on-year change in headcount reflects ongoing workforce optimisation and adjustments aligned with service demand and operational requirements across our veterinary clinics.

The composition of our workforce by contract type remained broadly aligned with the Group's operational needs during the reporting period. In FY2025, 83% of employees were engaged under permanent employment contracts, while the remaining 17% were employed on contract or part-time arrangements. This mix enables the Group to maintain continuity in service delivery while retaining the flexibility required to respond to changing operational demands.

Employees by Contract Type



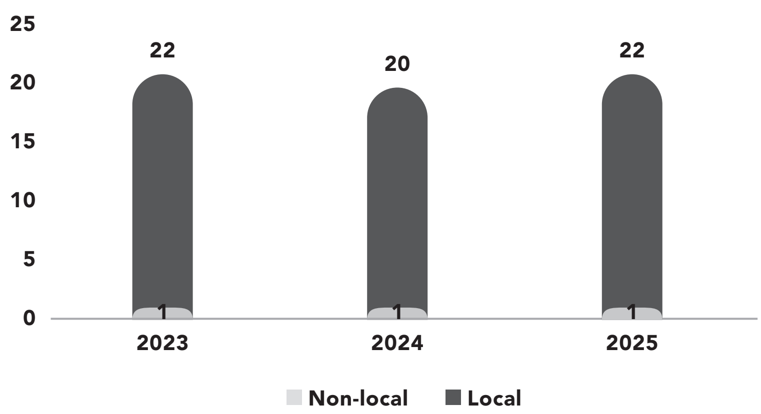
SUSTAINABILITY REPORT

In terms of nationality, the employee composition in FY2025 remained broadly stable as compared to FY2024. Local employees continued to comprise the majority of the workforce, with 22 local employees in FY2025, as compared to 20 in FY2024. The number of foreign employees remained minimal, with 1 foreign employee recorded in FY2025.

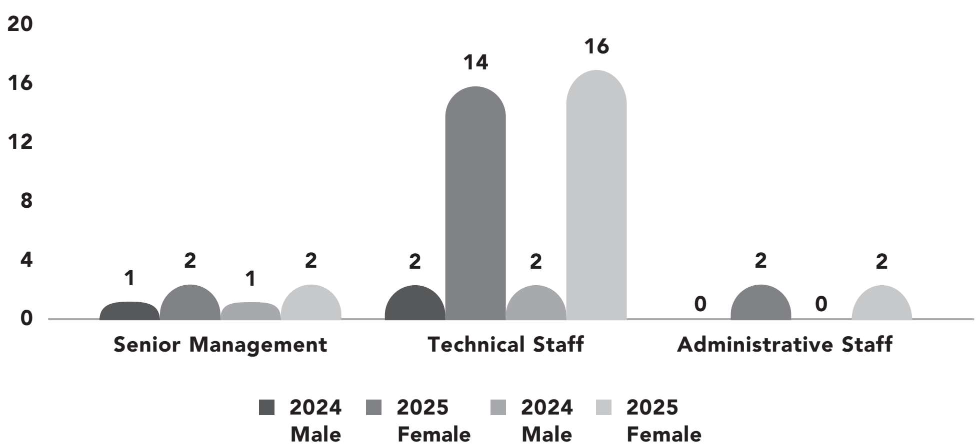
The Group maintains a lean and stable workforce structure that underpins the consistent delivery of veterinary services across our clinics. Employees are organised across senior management, technical and administrative functions, with technical staff forming the core of daily clinic operations. This structure remained broadly stable in FY2025, reflecting disciplined workforce planning aligned with operational needs.

Compared to FY2024, the senior management team remained unchanged, comprising one male and two female members. The technical workforce, which represents the largest employee category, increased moderately from 16 employees in FY2024 to 18 employees in FY2025, driven by the addition of 2 female employees, while the number of male employees remained unchanged. Administrative functions continued to be fully staffed by female employees, with two personnel in both FY2024 and FY2025.

Employees by Nationality



Employees by Categories

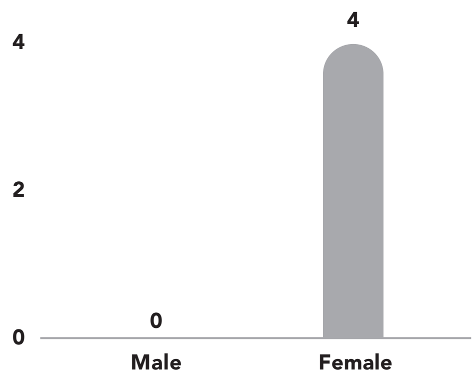


SUSTAINABILITY REPORT

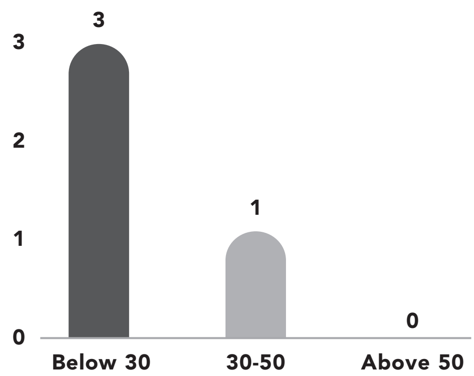
Employee recruitment remained a focused activity in FY2025 to ensure adequate manpower to support business continuity and operational requirements. During the year, the Group hired 4 new employees, all of whom were female, as compared to 6 new hires in FY2024. Consequently, the overall new hire rate declined from 33% in FY2024 to 21% in FY2025, reflecting a moderate level of recruitment activity during the reporting period.

In terms of age profile, the hiring rate was 33% for employees below 30 years old and 13% for employees aged 30-50, based on the total permanent full time of employees within each respective age group. This distribution reflects the Group's approach to workforce planning, balancing the integration of younger talent with the retention and strengthening of experienced professionals. Recruitment trends by gender and age group are closely monitored to ensure alignment with business needs while supporting workforce sustainability and diversity within the veterinary profession.

New hire employees by gender



New hire employees by age group

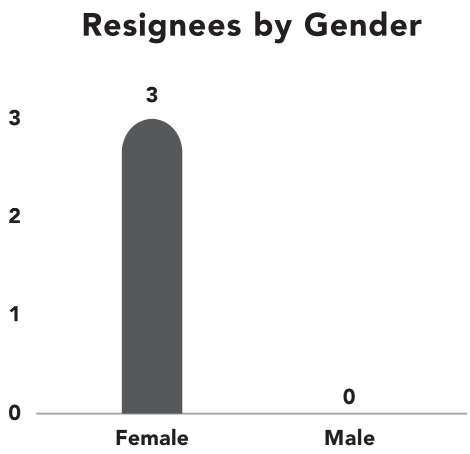


In FY2025, the Group recorded 3 employee resignations during the year, representing approximately 16% of the total workforce. The resignation rate for female employees stood at 19% during the reporting period, broadly reflecting the Group's gender composition of permanent full-time employees. Most resignations occurred as employees pursued alternative career opportunities.

By age group, all employee resignations recorded during FY2025 occurred among employees aged between 30 and 50 years. The resignation rate for this age group was 38%, based on the total number of permanent full-time employees within the respective age category. This pattern is consistent with the Group's overall workforce composition during the reporting period.

In FY2025, the Group achieved its short-term target of maintaining both the new hire rate and employee turnover rate below 35%, demonstrating effective workforce management practices. For FY2026, the Group has strengthened its targets by lowering the threshold to below 30% for both the new hire rate and turnover rate. Over the mid- to long-term, we will continue to enhance workforce stability while maintaining these annual targets, supporting sustainable organisational growth.

SUSTAINABILITY REPORT



Diversity and Equal Opportunity

The Board has established **a Board Diversity Policy** to provide a structured framework for promoting diversity at the Board level. The Group recognises that a diverse Board brings broader perspectives, enhances decision-making, and strengthens overall governance effectiveness. To support this, regular assessments of Directors' competencies are conducted to ensure that the Board continues to operate effectively and remains well-positioned to address evolving business and regulatory requirements.

In response to changes in the business environment, the Group remains open to the appointment of new Directors with relevant skills, expertise, experience, and knowledge, as and when necessary. By maintaining an appropriate balance and diversity of competencies across the Board and Board Committees, the Directors collectively contribute to effective oversight and the long-term sustainability of the Group.

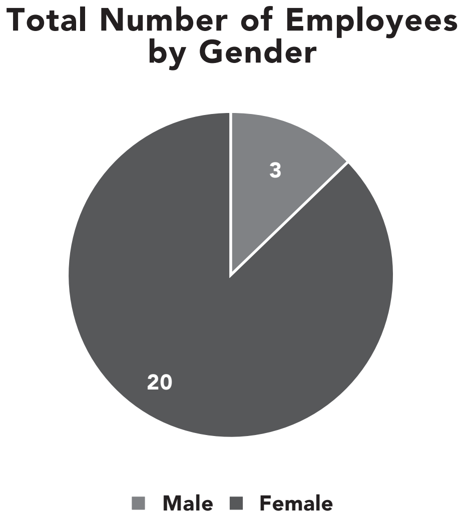
As at FY2025, the Board comprised 4 Directors, of whom two are independent and two are non-independent. One Director is female, representing 25% gender diversity on the Board. Further details on the Directors' profiles can be found on pages 6 to 7 of the Annual Report 2025.

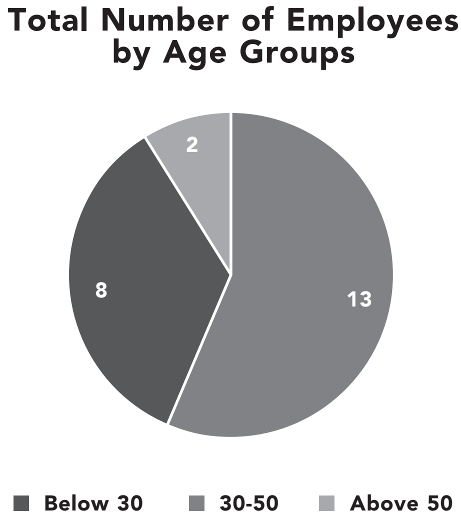
Beyond the Board level, the Group is committed to providing a fair and inclusive workplace where all employees are treated with respect and have equal access to opportunities, regardless of gender, age, nationality, or other personal characteristics.

All employment-related decisions, including recruitment, remuneration, training, and career progression, are based on individual merit, qualifications, and performance. By fostering an inclusive work environment that values diverse perspectives and experiences, the Group strengthens collaboration, supports employee well-being, and enhances long-term organisational effectiveness.

In FY2025, women accounted for 87% of the Group's total workforce, as compared to 86% in FY2024, reflecting a broadly stable gender composition year on year. The charts below illustrate the distribution of employees by gender and age group as at the end of the reporting period.

SUSTAINABILITY REPORT





The Group maintains a strong stance against discrimination and is committed to upholding the rights and dignity of all employees. In FY2025, there were zero reported incidents of discrimination.

Employee Training and Development

The Group is committed to fostering a culture of continuous learning and professional development to support both employee growth and operational excellence. We encourage our employees to continuously enhance their skills and competencies, particularly in line with developments in veterinary practices, to ensure the consistent delivery of high-quality care across our operations.

Structured training forms a core component of our people development approach. New employees undergo a comprehensive onboarding process, including hands-on, on-the-job training under the guidance of senior colleagues, and a performance evaluation within the first three months of employment. This process ensures that new hires are well-integrated into our operational standards and equipped with the necessary knowledge and skills to perform their roles effectively.

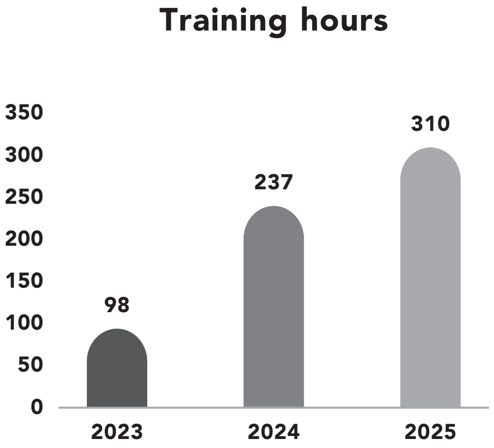
Ongoing development is supported through regular performance assessments and an annual appraisal process for permanent employees. These reviews enable the Group to identify skill gaps, implement targeted training initiatives, and support employees' career progression through personalised development plans. Where relevant, employees are also supported in attending external professional courses to further strengthen their capabilities and contribute to the long-term effectiveness and sustainability of the Group.

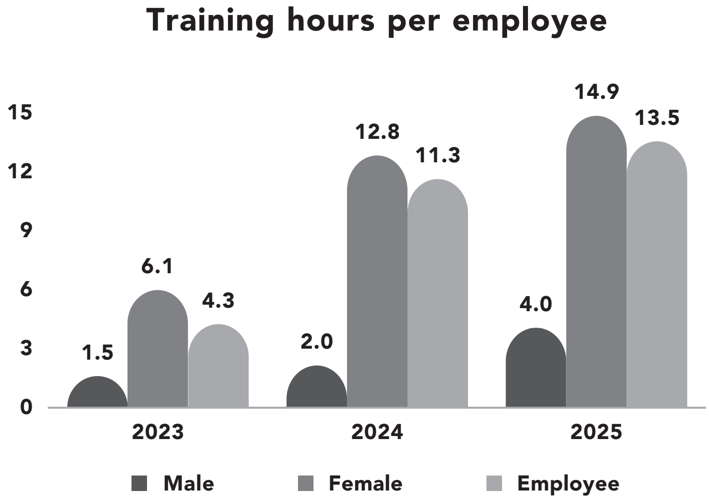
In FY2025, the Group recorded a significant increase in total training hours, rising from 237 hours in FY2024 to 310 hours. This growth reflects our continued investment in building workforce capabilities to meet the evolving demands of the veterinary sector and support the delivery of high-quality services. Correspondingly, the average training hours per employee increased from 11.3 hours in FY2024 to 13.5 hours in FY2025.

As a result, the Group achieved FY2025 target. Looking ahead to FY2026, we have set a short-term target of providing more than 10 average training hours per employee. Over the mid- to long-term, we will continue to support employee training and development by maintaining annual targets of more than 10 average training hours per employee.

SUSTAINABILITY REPORT

An analysis of average training hours by gender in FY2025 indicates that male employees recorded an average of 4.0 training hours, while female employees recorded an average of 14.9 training hours. The accompanying graphs present a comparison of average training hours per employee and by gender for FY2025 and the two preceding financial years, providing insight into our training trends over time.





In addition to formal training initiatives, the Group recognises the importance of employee engagement in supporting continuous learning and professional development. During FY2025, the Group organised a Chinese New Year dinner for employees on 6 February 2025, which provided an informal platform for interaction, communication and experience sharing among staff. Such opportunities complement structured training efforts by encouraging collaboration, strengthening team relationships and fostering a supportive learning environment across the organisation.

Occupational Health and Safety

Occupational health and safety remains a key focus across the Group's veterinary operations, given the inherent risks associated with animal handling, clinical procedures and the use of specialised equipment. The Group recognises a range of operational safety risks, including the handling of potentially aggressive animals, needlestick injuries, slippery surfaces and electrical hazards. To address these risks, workplace safety policies and procedures are in place to provide structured guidance on hazard identification, risk assessment and incident prevention within our pet clinics, supporting a safe working environment for employees and the animals under our care.

Employees are required to comply with established safety protocols and demonstrate appropriate competence in animal handling, clinical procedures and equipment use. Specific controls are applied to higher-risk activities. In particular, the use of ionising radiation equipment is restricted to trained personnel who hold the relevant regulatory licences, including the required Level 5 ("**L5**") licence, ensuring compliance with applicable safety requirements.

Workplace safety performance is monitored as part of routine clinic management, supported by ongoing training and awareness initiatives aimed at reinforcing safe work practices and minimising occupational risks. During FY2025, the Group recorded zero work-related safety incidents and cases of work-related ill health across its operations, and accordingly achieved its target for the year. Looking ahead, the Group remains committed to maintaining a safe and healthy workplace, aligned with annual targets of zero workplace health and safety incidents.

SUSTAINABILITY REPORT

Pet Safety

Pet safety and animal well-being are central to the Group's veterinary operations. We are committed to maintaining high standards of pet healthcare, with the safety, health and welfare of animals under our care forming the foundation of our services. Compliance with regulations governing the safety and quality of veterinary products and services is embedded in our daily practices, supporting the consistent delivery of safe and reliable care.

To enhance transparency and provide reassurance to pet owners, the Group operates as an open clinic, allowing owners to observe their pets during medical procedures, ranging from routine vaccinations to complex surgeries. This approach is intended to build trust and demonstrate that pets are cared for in a secure, professional and compassionate environment throughout every stage of treatment. In FY2025, the Group's two clinics continue to hold ISFM SILVER level Cat Friendly Clinic ("**CFC**") Accreditation. This programme, developed by the International Society of Feline Medicine ("**ISFM**"), is globally recognised as a leading initiative in feline healthcare and is designed to promote high standards of veterinary care and well-being for cats visiting or being hospitalised in veterinary clinics.

As part of the accreditation requirements, all veterinary staff receive specialised training in feline-friendly handling techniques and stress-reduction practices. Accredited clinics are also equipped with dedicated facilities to support feline welfare, including separate waiting areas for cats and dogs and cat-only wards, helping to minimise stress and create a calmer, safer environment for feline patients.

Beyond clinical care, the Group supports pet safety through educational outreach aimed at promoting responsible pet ownership and preventive care. Informative resources are shared through newsletters and blog posts covering topics such as pet recovery, behaviour and training, contributing to greater awareness of animal health and welfare.

In delivering veterinary services, the Group recognises professional responsibilities in the evaluation and administration of veterinary medicines and products. Precautionary measures are applied to ensure appropriate use and awareness of potential risks or side effects, reinforcing the Groups's commitment to responsible, ethical and safety-focused veterinary practices.

In FY2025, the Group recorded zero instances of non-compliance with regulations relating to the health and safety impacts of our veterinary products and services. Accordingly, the Group achieved its FY2025 target.

Looking ahead to FY2026, the Group will maintain its target of zero non-compliance with regulations pertaining to the health and safety impacts of our products and services. Over the mid- to long-term, the Group remains committed to upholding full compliance with pet health and safety regulations, with the objective of sustaining zero non-compliance incidents.

SUSTAINABILITY REPORT

Customer Satisfaction

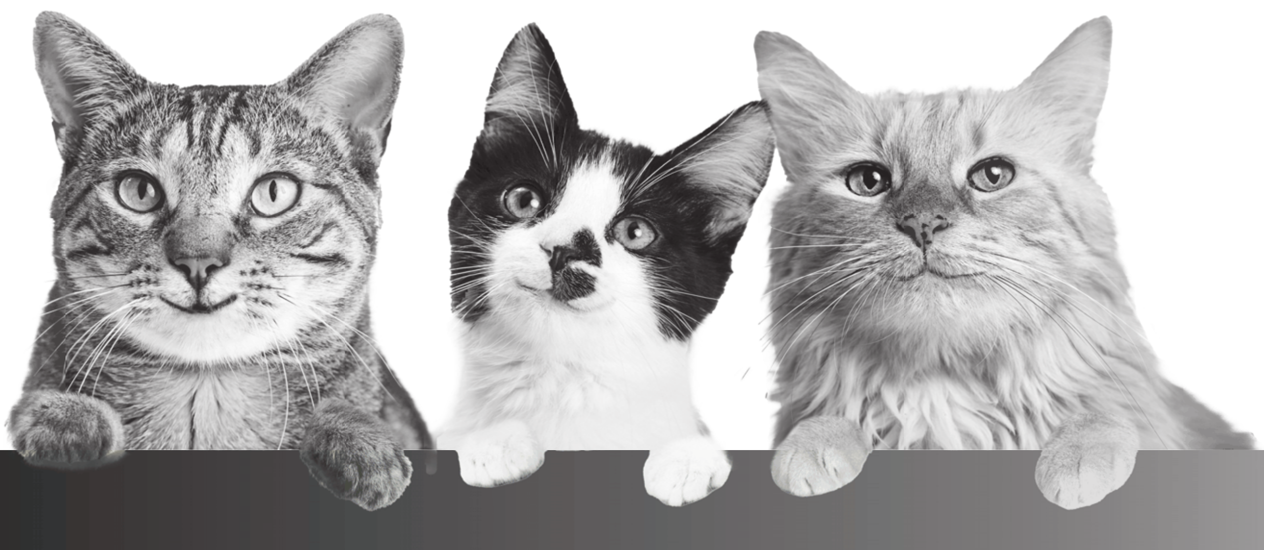
In FY2025, the Group expanded its disclosure on customer feedback and complaints, reflecting an increased focus on transparency and service quality across our veterinary clinics.

Customer satisfaction feedback was collected primarily through Google Reviews, where clients may voluntarily share their experiences. Google Review QR codes are displayed at clinic premises to facilitate feedback. In addition, clinics conducted periodic outreach via WhatsApp to randomly selected clients on a weekly basis to invite reviews, with no fixed number of clients contacted.

During FY2025, the Group received three customer complaints relating to clinical service matters. These cases were handled in accordance with internal procedures. Resolution measures included full refunds of treatment fees, coverage of follow-up care costs, and the provision of complimentary services where appropriate. One case remained open as at the end of the reporting period, as discussions with the client were ongoing. This case relates to a tooth that was not extracted, for which the clinic has offered either a complimentary extraction or a free dental scaling and polishing service, valid until 31 March 2026. As the client has not yet confirmed acceptance of the proposed resolution, the matter remained unresolved at year-end.

Customer information is handled in accordance with internal confidentiality practices, supporting the protection of personal data and the maintenance of client trust. As a result, the Group did not record any complaints relating to breaches of customer privacy or loss of customer data during FY2025, which achieved its target set out in FY2025.

Looking ahead to FY2026, the Group has set a short-term target of achieving zero reported complaints relating to breaches of customer privacy, loss of customer data, or non-compliance with data protection requirements. Over the mid – to long-term, the Group aims to continue maintaining robust customer data protection and privacy controls, with zero complaints reported. In parallel, the Group will strengthen customer complaint management processes and progressively enhance customer satisfaction, with the intention of establishing quantitative performance targets for customer complaints in future reporting periods.



SUSTAINABILITY REPORT

Community Support

Community engagement forms an integral part of the Group's role as a responsible veterinary service provider. In FY2025, we participated in a range of outreach initiatives aimed at promoting responsible pet ownership, enhancing animal welfare awareness and strengthening connections with the local pet-owning community.

To support community education beyond clinic settings, the Group engaged in both digital and on-ground initiatives. This included participation in the Clubpets Podcast, where veterinary-related topics and practical pet-care insights were shared to raise public awareness, as well as involvement in the AVS Microchip Drive at Springleaf, which supported responsible pet ownership by promoting pet identification and traceability. These initiatives enabled the Group to extend its outreach to a wider audience and reinforce good pet-care practices.

We also participated in major pet exhibitions, including **Pet Expo** and **Asia Cat Expo**, providing opportunities to engage with a broad audience of pet owners and animal lovers. Through direct interaction at these events, veterinary professionals from the Group shared general pet-health knowledge, addressed common enquiries and promoted preventive care and animal welfare awareness. These exhibitions served as effective platforms for community education while maintaining the Group's active presence within the wider pet ecosystem.

Pet Expo

Asia Cat Expo

SUSTAINABILITY REPORT

In addition, the Group took part in several neighbourhood-based pet events, including **Toa Payoh West-Thomson Pet Fiesta**, **Nee Soon Pets Fiesta** and **Sembawang West Youth Fest: Paw Party**. Participation in these community events allowed the Group to connect directly with local residents and pet owners in accessible settings, supporting outreach efforts through practical pet-care information sharing and informal engagement at the community level.

Toa Payoh West-Thomson Pet Fiesta

SUSTAINABILITY REPORT

APPENDIX A: LIST OF ENTITIES INCLUDED IN THIS REPORT

Company Name	Principal Activities	Principal Place of Business
AVH Animal Ark Pte. Ltd.	Veterinary care and clinical services	Singapore

APPENDIX B: SUSTAINABILITY SCORECARD

Economic and Governance

Performance Indicators	Units	FY2023	FY2024	FY2025
Revenue	S$ million	2.3	2.5	2.3
Total vendor	Number	76	78	61
Local vendor	Number	75	77	61
Procurement spending on local vendors	%	99.9	99.9	100

Environmental

Performance Indicators	Units	FY2023	FY2024	FY2025
GHG emissions (scope 2)	tCO_2e	19.1	18.5	18.5
GHG emissions (scope 3)	tCO_2e	Not tracked[2]	128.2	82.1
GHG emissions intensity (excluded scope 3)	tCO_2e/revenue S$'000	0.008	0.007	0.008
Electricity consumption	kWh	45,923	44,889	46,042
Electricity consumption intensity	kWh/revenue S$'000	19.7	17.8	19.8
Water consumption	m^3	149	393	437
Water consumption intensity	m^3/revenue S$'000	0.06	0.16	0.19
Number of reported incidents involving improper disposal of medical waste[3]	Number	–	–	0

[2] This data was not tracked in FY2023 Sustainability Report

[3] This data was not tracked in FY2023 and FY2024 Sustainability Report

SUSTAINABILITY REPORT

Social

Performance Indicators	Units	FY2023	FY2024	FY2025
Permanent full-time employee	Number	19	18	19
Temporary part-time employee	Number	4	3	4
Local employee	Number	22	20	22
Non-local employee	Number	1	1	1
Current employees by categories				
Senior management	Number	3	3	3
Veterinarians and medical support staff	Number	18	16	18
Administrative employee	Number	2	2	2
New hire	Number	6	6	4
New hire rate	%	23	33	21
Turnover	Number	7	8	3
Turnover rate	%	27	44	16
Board diversity				
Non-independent Directors	Number	2	2	2
Independent Directors	Number	2	2	2
Male on the Board of Directors	Number	3	3	3
Female on the Board of Directors	Number	1	1	1
Current employees by gender				
Male employee	Number	4	3	3
Female employee	Number	19	18	20
Current employees by age group				
Above 50	Number	1	1	2
30-50	Number	11	11	8
Below 30	Number	11	9	13
New hire rate (male)	%	20	33	0
New hire rate (female)	%	24	33	25
Turnover rate (male)	%	20	67	0
Turnover rate (female)	%	29	40	19

SUSTAINABILITY REPORT

Performance Indicators	Units	FY2023	FY2024	FY2025
New hire employees by age group[4]				
Above 50	%	–	0	0
30-50	%	–	22	13
Below 30	%	–	50	33
Resigned employees by age group[4]				
Above 50	%	–	0	0
30-50	%	–	11	38
Below 30	%	–	88	0
Total training hours	Hours	98	237	310
Average training hours per employee	Hours	4.3	11.3	13.5
Average training hours per employee (male)	Hours	1.5	2.0	4.0
Average training hours per employee (female)	Hours	6.1	12.8	14.9
Fatalities in workplace	Number	0	0	0
High-consequence injuries in the workplace	Number	0	0	0
Recordable injuries in the workplace	Number	0	0	0
Recordable work-related ill health cases in the workplace	Number	0	0	0
Non-compliance with regulations pertaining to the health and safety impacts of products and services	Number	0	0	0
Number of customer complaints[5]	Number	–	–	3
Complaints reported regarding breaches of customer privacy or losses of customer data-compliance	Number	0	0	0

4 Data for FY2023 was not tracked

5 This data was not disclosed in FY2023 and FY2024 Sustainability Report

SUSTAINABILITY REPORT

APPENDIX C: GRI CONTENT INDEX

The GRI Content Index references AVH's Sustainability Report 2025 ("**SR**"), and the Annual Report 2025 ("**AR**").

Statement of use	The Group has reported the information cited in this GRI content index for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD		DISCLOSURE	REFERENCE AND REMARKS
GRI 2: General disclosures 2021	2-1	Organisational details	• SR 1.2 About Us
	2-2	Entities included in the organisation's sustainability reporting	• SR Appendix A: List of entities included in this report
	2-3	Reporting period, frequency and contact point	• SR 1.3 About the Report
	2-4	Restatements of information	• No restatement
	2-5	External assurance	• No external assurance
	2-6	Activities, value chain and other business relationships	• SR 1.2 About Us • SR 3.1 Economic and Governance, Procurement Practices
	2-7	Employees	• SR 3.3 Social, Attraction and Retention
	2-8	Workers who are not employees	• The Group does not have workers who are not employees
	2-9	Governance structure and composition	• SR 2.1 Sustainability Organisational Structure
	2-10	Nomination and selection of the highest governance body	• AR Corporate Governance Report, Provision 4.3
	2-11	Chair of the highest governance body	• AR Corporate Governance Report, Provision 2.4
	2-12	Role of the highest governance body in overseeing the management of impacts	• SR 2.1 Sustainability Organisational Structure
	2-13	Delegation of responsibility for managing impacts	• SR 2.1 Sustainability Organisational Structure

SUSTAINABILITY REPORT

GRI STANDARD		DISCLOSURE	REFERENCE AND REMARKS
	2-14	Role of the highest governance body in sustainability reporting	• SR 2.1 Sustainability Organisational Structure
	2-15	Conflicts of interest	• AR Corporate Governance Report, Provision 1.1 • SR 3.1 Economic and Governance, Business Integrity and Anti-corruption
	2-16	Communication of critical concerns	• AR Corporate Governance Report, Provision 12.1, 12.2 and 12.3
	2-17	Collective knowledge of the highest governance body	• AR Corporate Governance Report, Provision 2.4
	2-18	Evaluation of the performance of the highest governance body	• AR Corporate Governance Report, Provision 5.1 and 5.2 The Group has integrated the targets into performance indicators of the Directors and key management personnel with the achievement of material sustainability targets.
	2-19	Remuneration policies	• AR Corporate Governance Report, Provision 7.1 and 7.3
	2-20	The process to determine the remuneration	• AR Corporate Governance Report, Provision 7.1 and 7.3
	2-21	Annual total compensation ratio	• No disclosure is provided due to the confidentiality of the data
	2-22	Statement on sustainable development strategy	• SR 1.1 Message to Stakeholders
	2-23	Policy commitments	• SR 3.1 Economic and Governance • SR 3.2 Environment • SR 3.3 Social
	2-24	Embedding policy commitments	• SR 3.1 Economic and Governance • SR 3.2 Environment • SR 3.3 Social

SUSTAINABILITY REPORT

GRI STANDARD		DISCLOSURE	REFERENCE AND REMARKS
	2-25	Processes to remediate negative impacts	• SR 3.1 Economic and Governance • SR 3.2 Environment • SR 3.3 Social
	2-26	Mechanisms for seeking advice and raising concerns	• SR 2.3 Stakeholder Engagement
	2-27	Compliance with laws and regulations	• SR 3.1 Economic and Governance – Business Integrity and Anti-corruption • SR 3.2 Environment, Environmental Compliance
	2-28	Membership associations	• SR 1.2 About Us
	2-29	Approach to stakeholder engagement	• SR 2.3 Stakeholder Engagement
	2-30	Collective bargaining agreements	• Not applicable. The Group's employees are not represented by a union.
GRI 3: Material topics 2021	3-1	Process of determining material topics	• SR 2.2 Materiality Assessment
	3-2	List of material topics	• SR 2.4 Material Factors
	3-3	Management of material topics	• SR 3.1 Economic and Governance • SR 3.2 Environment • SR 3.3 Social
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	• SR 3.1 Economic and Governance, Economic Performance
GRI 204: Procurement practices 2016	204-1	Proportion of spending on local suppliers	• SR 3.1 Economic and Governance, Procurement Practices
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	• SR 3.1 Economic and Governance, Business Integrity and Anti-corruption
	205-2	Communication and training about anti-corruption policies and procedures	• SR 3.1 Economic and Governance, Business Integrity and Anti-corruption
	205-3	Confirmed incidents of corruption and actions taken	• SR 3.1 Economic and Governance, Business Integrity and Anti-corruption

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GRI STANDARD		DISCLOSURE	REFERENCE AND REMARKS
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	• SR 3.2 Environment, Electricity Use
	302-3	Energy intensity	• SR 3.2 Environment, Electricity Use
GRI 303: Water and Effluents 2018	303-5	Water consumption	• SR 3.2 Environment, Water Use and Management
GRI 305: Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	• SR 3.2 Environment, Greenhouse Gas Emissions
	305-3	Other indirect (Scope 3) GHG emissions	• SR 3.2 Environment, Greenhouse Gas Emissions
	305-4	GHG emissions intensity	• SR 3.2 Environment, Greenhouse Gas Emissions
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	• SR 3.2 Environment, Clinical Waste Management
	306-2	Management of significant waste-related impacts	• SR 3.2 Environment, Clinical Waste Management
GRI 307: Environmental Compliance	307-1	Non-compliance with enviromental laws and regulations	• SR 3.2 Environment, Enviromental Compliance
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	• SR 3.3 Social, Attraction and Retention
GRI 403: Occupational Health and Safety 2018	403-2	Hazard identification, risk assessment, and incident investigation	• SR 3.3 Social, Occupational Health and Safety
	403-9	Work-related injuries	• SR 3.3 Social, Occupational Health and Safety
	403-10	Work-related ill health	• SR 3.3 Social, Occupational Health and Safety
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	• SR 3.3 Social, Employee Training and Development
	404-2	Programs for upgrading employee skills and transition assistance programs	• SR 3.3 Social, Employee Training and Development
	404-3	Percentage of employees receiving regular performance and career development reviews	• SR 3.3 Social, Employee Training and Development

GRI STANDARD		DISCLOSURE	REFERENCE AND REMARKS
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	• AR Corporate Governance Report, Provision 2.4 • SR 3.3 Social, Diversity and Equal Opportunity
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	• SR 3.3 Social, Diversity and Equal Opportunity
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development	• SR 3.3 Social, Community Support
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	• SR 3.3 Social, Pet Safety
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	• SR 3.3 Social, Customer Satisfaction

SUSTAINABILITY REPORT

APPENDIX D: TCFD RECOMMENDATIONS CONTENT INDEX

TCFD Thematic Areas	Recommended Disclosures	Reference and Remarks
Governance		
Disclose the organisation's governance around climate-related risks and opportunities	Describe the board's oversight of climate-related risks and opportunities	SR 3.2 Environment, Governance
	Describe management's role in assessing and managing climate-related risks and opportunities	SR 3.2 Environment, Governance
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	SR 3.2 Environment, Strategy Our climate risk assessment indicates that there are no long-term climate risks which are expected to have a material financial impact on the Company. However, existing short- and medium-term risks may persist over time. We will continue monitoring emerging risks and reassess their financial implications as part of our risk management process.
	Describe the impact of climate-related risks and opportunities on the organisation's business, strategy, and financial planning	SR 3.2 Environment, Strategy
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	SR 3.2 Environment, Strategy
Risk Management		
Disclose how the organisation identifies, assesses, and manages climate-related risks	Describe the organisation's processes for identifying and assessing climate-related risks	SR 3.2 Environment, Risk Management
	Describe the organisation's processes for managing climate-related risks	SR 3.2 Environment, Risk Management
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	SR 3.2 Environment, Risk Management

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TCFD Thematic Areas	Recommended Disclosures	Reference and Remarks
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with our strategy and risk management process	The Group is currently working on developing metrics for the assessment of our climate strategy and risk management. In the interim, the Group uses GHG emissions intensity (tCO_2e/revenue S$'000) and electricity consumption intensity (kWh/revenue S$'000) as proxy operational metrics to monitor progress against its climate-related targets. The Group intends to develop a more comprehensive climate metrics framework, including forward-looking indicators aligned with its identified physical and transitional risks.
	Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions, and the related risks	SR 3.2 Environment, Greenhouse Gas Emissions The Group has disclosed Scope 2 and Scope 3 GHG emissions. Scope 1 GHG emissions are evaluated as immaterial and have been excluded from this report. This determination was based on the Group's assessment that its operations do not involve fuel combustion in boilers or furnaces, company-owned vehicle fleets, or other processes that give rise to direct GHG emissions. The Group's clinics are served entirely by grid electricity, with no on-site generation from fossil fuels.
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	SR 3.2 Environment, Greenhouse Gas Emissions

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APPENDIX E: METHODOLOGIES AND DATA BOUNDARIES

This section details key definitions, methodologies and data boundaries applied to Asia Vets Holdings Ltd Sustainability Report, as we endeavour to elevate transparency and facilitate comparability of our data disclosed. These definitions and methodologies are adapted with reference to the GRI Standards 2021, Reporting Recommendations and Guidance set out in the respective GRI disclosures and various authoritative intergovernmental instruments.

(a) Economic and Governance

Local vendor

Organisation or person that provides a product or service to the reporting organisation and that is based in the same geographic market as the reporting organisation.

(b) Environment

Climate-related Physical Risks

Physical risks emanating from climate change can be event-driven (acute) such as increased severity of extreme weather events (e.g., cyclones, droughts, floods, and fires). They can also relate to longer-term shifts (chronic) in precipitation and temperature and increased variability in weather patterns (e.g., sea level rise).

Climate-related Transitional Risks

Climate-related risks can also be associated with the transition to a lower-carbon global economy, the most common of which relate to policy and legal actions, technology changes, market responses, and reputational considerations.

Climate-related Opportunities

Climate-related opportunities refer to the potential positive impacts related to climate change on an organisation. Efforts to mitigate and adapt to climate change can produce opportunities for organisations, such as through resource efficiency and cost savings, the adoption and utilisation of low-emission energy sources, the development of new products and services, and building resilience along the supply chain.

GHG Emissions

In the scope of this reporting, GHG emissions are inclusive of Scope 2 and Scope 3 emissions. GHG emissions are expressed in tonnes of carbon dioxide equivalent ("**tCO_2e**").

Scope 2

The scope of this reporting, Scope 2 emissions are emissions that result from the generation of purchased or acquired electricity. Scope 2 emissions have been calculated using the location-based method. The Grid Emission Factor ("**GEF**") used for calculating GHG emissions is obtained from the Singapore Energy Market Authority ("**EMA**"). GHG emissions are expressed in **tCO_2e**.

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Scope 3

The scope of this reporting, Scope 3 emissions are emissions that result from the generation of the following categories:

1. *Category 1 – Purchased Goods and Services:* emissions from producing goods (other than capital goods) and services we purchased or acquired.

   Emissions from purchased goods are calculated using the average spend-based method, based on their cost in USD, multiplied by the emission factors of the respective type of purchased goods and services. The emission factors, developed via Environmentally Extended Input-Output ("**EEIO**") Models, are sourced from the United States Environmental Protection Agency's ("**US EPA**") Supply Chain Emission Factors 2022.

2. *Category 2 – Capital Goods:* emissions from producing capital goods we purchased or acquired.

   Emissions from capital goods are calculated using the average spend-based method, based on their cost in USD, multiplied by the emission factors of the respective capital goods. The emission factors, developed via EEIO Models, are sourced from the US EPA Supply Chain Emission Factors 2022.

3. *Category 6 – Business Travel:* emissions from the transportation of employees for business-related activities in vehicles owned or operated by third parties, such as aircraft, trains, buses, and passenger cars.

   Emissions from business travel are calculated using the average travel distance method. The distance in kilometres ("**km**") is calculated based on the amount spent in SGD and estimated using LTA sources. The activity data is then multiplied by the emission factors of the respective types of vehicles used. The emission factors are sourced from the UK Defra's Greenhouse Gas Reporting: Conversion Factors 2025.

4. *Category 7 – Employee Commuting*: emissions from the transportation of permanent full time employees between their homes and their worksites.

   Emissions from employees commuting are then calculated using the average daily travel distance, multiplied by the average number of working days to derive the activity data in kilometres ("**km**"). The activity data is then multiplied by the emission factors of the respective types of vehicles used. The emission factors are sourced from the UK Defra's Greenhouse Gas Reporting: Conversion Factors 2025.

5. *Category 9 – Downstream Transportation and Distribution:* Emissions from transportation associated with house call services.

   Emissions from downstream transportation and distribution are calculated using the average travel distance method. The distance in km is calculated based on the amount spent in SGD and estimated using LTA sources. The activity data is then multiplied by the emission factors of the respective types of vehicles used. The emission factors are sourced from the UK Defra's Greenhouse Gas Reporting: Conversion Factors 2025.

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GHG Emissions Intensity

This is the ratio of GHG emissions relative to the thousand-dollar revenue in Singapore Dollars ("**revenue S$'000**"). GHG emissions intensity is expressed in tCO_2e per thousand-dollar revenue in Singapore Dollars ("**tCO_2e/revenue S$'000**"). Scope 3 emissions were excluded from the calculation of GHG emissions intensity because they do not directly correlate with the operational intensity of our business activities.

Electricity Consumption

Energy consumed results from electricity consumed. Electricity consumed is expressed in kilowatt-hours ("**kWh**").

Electricity Consumption Intensity

This is the ratio of electricity consumption relative to the revenue S$'000. Energy intensity is expressed in kWh per thousand-dollar revenue in Singapore Dollars ("**kWh/revenue S$'000**").

Water Consumption

This represents the volume of water consumed. Considering the specific context of the Group's business, where water is sourced from a single third-party supplier provided by the municipality, and no discharge monitoring is required, the total amount of water withdrawn is assumed to be equivalent to the amount reflected in the utility bills received. The volume of water consumed is expressed in cubic meters ("**m^3**").

Water Intensity

This is the ratio of water consumption relative to the revenue S$'000. Water consumption intensity is expressed in m^3 per thousand-dollar revenue in Singapore Dollars ("**m^3/revenue S$'000**").

(c) Social

Employee

Employees are defined as individuals who are in an employment relationship with the Group.

New Hires and Turnover (rates)

New hires are defined as new employees who have joined the Group during the financial year.

Turnover is defined as all employees who have left the Group voluntarily, or due to dismissal, retirement or death in service during the financial year.

New hires/turnover rate is the total number of new hires/employee turnovers in the financial year, relative to the total number of permanent employees recorded across the financial year.

New hires/turnover rate by gender is the total number of female/(male) new hires/employee turnovers in the financial year, relative to the total number of female/(male) permanent employees recorded across the financial year.

New hires/turnover rate by age group is the number of new hires/employee turnovers by age group in the financial year, relative to the total number of permanent employees in the respective age groups recorded across the financial year.

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Training hours

Average training hours per employee is the total number of training hours incurred during the financial year provided to permanent employees, relative to the total number of permanent employees recorded as of financial year-end.

Average training hours per female/(male) employee is the total number of training hours provided to female/(male) permanent employees, relative to the total number of female/(male) permanent employees recorded as of financial year-end.

Fatalities

The number of fatalities as a result of work-related injury during the reporting period across the Group.

High-consequence injuries

Number of high-consequence work-related injuries (an injury that results in a fatality from which the worker cannot recover fully to pre-injury health status within 6 months) excluding fatalities during the reporting period.

Recordable injuries

Number of recordable work-related injuries during the reporting period.

Recordable work-related ill health cases

Number of recordable work-related illnesses or health conditions arising from exposure to hazards at work during the reporting period.

REPORT ON CORPORATE GOVERNANCE

Asia Vets Holdings Ltd. (the "**Company**") was admitted to the Official List of the SGX-Catalist on 19 July 2010.

The board of directors of the Company (the "**Board**") believes in having high standards of corporate governance and is committed to ensuring that effective self-regulatory corporate practices exist to protect the interests of shareholders of the Company (the "**Shareholders**") and maximise long-term Shareholders' values.

In accordance with Rule 710 of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") Listing Manual Section B: Rules of Catalist (the "**Catalist Rules**"), the following report describes the Company's corporate governance practices for the financial year ended 31 December 2025 ("**FY2025**") with specific reference to the Principles and Provisions set out in the Code of Corporate Governance 2018 (the "**Code**"), and the Practice Guidance dated 14 December 2023 ("**Practice Guidance**").

The Board is pleased to report that, for FY2025, the Company has complied with the Principles of the Code, and the Provisions of the Code (except where otherwise explained). In areas where the Company's practices vary from any Provisions of the Code, the Company has stated herein the Provision of the Code from which it has varied, and appropriate explanations are provided for the variation, and how the practices the Company had adopted are consistent with the intent of the relevant Principle of the Code. The Company will continue to assess its needs and implement appropriate practices accordingly.

Principle 1: The Board's Conduct of Affairs

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

Provision 1.1

Principal Duties of the Board

The Company is headed by an effective Board to lead and control the Company. The Board has the overall responsibility for corporate governance, strategic direction and investments of the Company. Each individual director of the Company ("**Director**") is obliged to act in good faith and exercise independent judgment in the best interests of Shareholders at all times.

The Board's principal functions include:

- determining, reviewing and approving the strategic objectives and directions of the Company, annual budgets, major investments, divestments and funding proposals;

- overseeing the business and affairs of the Company, establishing with the management of the Company (the "**Management**") the strategies and financial objectives to be implemented by the Management, and monitoring the performance of the Management;

- establishing a framework of prudent and effective controls which enables risk to be assessed and managed, including safeguarding of Shareholders' interests and the Company's assets;

- setting the Company's values and standards (including ethical standards), and ensuring that obligations to Shareholders and other stakeholders are understood and met;

- reviewing Management performance, the Company's financial performance, risk processes and systems, human resource requirements and corporate governance practices;

REPORT ON CORPORATE GOVERNANCE

- considering sustainability issues, e.g. economic, social and governance factors, as part of its strategic formulating; and

- identifying the key stakeholder groups and recognising that their perceptions affect the Company's reputation.

All Directors must objectively discharge their duties and responsibilities at all times as fiduciaries in the interests of the Company and hold Management accountable for performance.

Code of Business Conduct and Ethics

The Company has established a Code of Business Conduct and Ethics that sets the principles of the code of business conduct and ethics which applies to all employees of the Group. Directors, key management personnel and employees of the Group are expected to observe and uphold the highest possible standards of ethical, moral and legal business conduct and to be in compliance with the law and regulations at all times and all places in the world.

Conflict of Interests

Each Director is required to promptly disclose any conflict or potential conflict of interest, whether direct or indirect, in relation to a transaction or proposed transaction with the Group as soon as is practicable after the relevant facts have come to his or her knowledge. On an annual basis, each Director is also required to submit details of his or her associates for the purpose of monitoring interested persons transactions. Where a Director has a conflict or potential conflict of interest in relation to any matter, he or she should immediately declare his or her interest when the conflict-related matter is discussed, unless the Board is of the opinion that his or her presence and participation is necessary to enhance the efficacy of such discussion. Nonetheless, he or she is abstained from voting in relation to the conflict-related matters.

Provision 1.2

Appointment Letter

Newly appointed Directors will be provided a formal letter of appointment setting out among other matters, the roles, obligations, duties and responsibilities of the Director as a member of the Board.

Directors' Orientation and Training

All newly appointed Directors will be given appropriate briefings by the Management on the business activities of the Company, its strategic directions and the Company's corporate governance policies and practices. Directors will also be given the opportunity to visit the Group's operational facilities and to meet with the Management to gain a better understanding of the Group's business operations. The Company will also arrange for first-time Directors to attend the relevant training in relation to the roles and responsibilities of a director of a listed company as required under Rule 406(3)(a) of the Catalist Rules, as well as other courses relating to areas such as accounting, legal and industry specific knowledge as appropriate, organised by other training institutions. The training of Directors will be arranged and funded by the Company. No new Director was appointed to the Board in FY2025.

Existing Directors will be updated regularly on accounting and regulatory changes by the Company's external auditors, continuing sponsor and company secretary, and are encouraged to attend workshops, seminars and training, to enhance their skills and knowledge, or on relevant new laws, regulations and changing commercial risks, and such training will be funded by the Company.

REPORT ON CORPORATE GOVERNANCE

Seminars and Trainings attended by Directors in FY2025

The details of updates, seminars and training programmes attended by the Directors in FY2025 include, amongst others:–

- updates on developments in financial reporting and governance standards, as and when there are updates and where relevant, by the external auditors of the Company; and

- updates on regulatory announcements, guidance and/or amendments to the Catalist Rules and the Code, as and when there are updates and where relevant, by the continuing sponsor and company secretary of the Company.

Provision 1.3

Matters Requiring the Board's Approval

The Group has adopted internal guidelines governing matters that require the Board's approval which has been clearly communicated to the Management.

The Board has identified, without limitation, the following matters that require its approval:

- declaration of dividends and other returns to shareholders;

- major corporate policies on key areas of operation;

- major funding proposals or bank borrowings;

- corporate or financial restructuring and share issuances;

- mergers and acquisitions;

- material acquisitions and disposals;

- approval of transactions involving interested person transactions; and

- appointments of new Directors.

Provision 1.4

Delegation by the Board

To assist the Board in the discharge of its functions, the Audit Committee, the Nominating Committee and the Remuneration Committee (collectively, "**Board Committees**") have been constituted with written terms of reference which clearly sets out the authority and duties. These terms of reference are reviewed on a regular basis, along with the respective Board Committees' structures and composition, to ensure their continued relevance, taking into consideration the changes in the governance and legal environment. Any change to the terms of reference for any Board Committee requires the specific written approval of the Board. Matters which are delegated to the Board Committees for more detailed appraisals are reported to and monitored by the Board.

Please refer to the various Principles in this Corporate Governance Report for further information on the names of the members of the respective Board Committees, their terms of reference and the activities of the respective Board Committees.

REPORT ON CORPORATE GOVERNANCE

Provision 1.5

Board and Board Committees Meetings and Attendance

The Board meets two (2) times in FY2025, and whenever warranted by particular circumstances, as deemed appropriate by the Board members. Directors are free to discuss and voice their concerns on any matter raised at the Board meetings. Telephonic and video-conference meetings of the Board are allowed under the Company's Constitution. All Directors are provided with the agenda and Board papers prior to the Board meeting. These are issued in advance to give the Directors sufficient time to better understand the matters to be discussed and to obtain further clarifications or explanations at the Board meeting where necessary. The Company and the Board acknowledge that an unimpeded flow of relevant information in a timely manner is crucial for the Board to be effective in discharging its duties and responsibilities.

The attendance of the Directors at meetings of the Board and Board Committees held in FY2025 is set out as follows:

	Board		Audit Committee		Nominating Committee		Remuneration Committee	
Name of Directors	**No. of meetings held while being a member**	**No. of meetings attended**	**No. of meetings held while being a member**	**No. of meetings attended**	**No. of meetings held while being a member**	**No. of meetings attended**	**No. of meetings held while being a member**	**No. of meetings attended**
Tan Tong Guan	2	2	2*	2*	1*	1*	1*	1*
Tan Geok Moey	2	2	2	2	1	1	1	1
Kim Seah Teck Kim	2	2	2	2	1	1	1	1
Henry Tan Song Kok	2	2	2	2	1	1	1	1

* Attended by invitation.

Multiple Board Representations

All Directors are required to declare their board representations on an annual basis and as soon as practicable after the relevant facts have come to his or her knowledge. Where a Director has multiple board representations, and in considering the nomination of Directors for appointment, the Nominating Committee will evaluate whether or not the Director is able to and has been adequately carrying out his or her duties as a Director, as well as sufficient time and attention are given to the affairs of the Company, taking into consideration the Director's number of listed company board representations and other principal commitments.

The Nominating Committee noted that some Directors have other principal commitments, while others have both multiple listed company board representations and other principal commitments. In particular, the Nominating Committee noted that Mr Henry Tan Song Kok holds a significant number of such listed company board representations and other principal commitments as well as Mr Kim Seah Teck Kim. Notwithstanding, the Nominating Committee noted the aforesaid Directors' commitments and contributions to the Company, which are evident in their level of attendance and active participation at Board and Board Committee meetings. Based on the above, the Nominating Committee has reviewed and is of the opinion that all the Directors are able to and have adequately carried out their duties as Directors of the Company, as well as sufficient time and attention are given by the Directors to the affairs of the Company in FY2025. In view of the above, the Board, with the concurrence of the Nominating Committee, is of the view that there is no need to implement internal guidelines (such as implementing a limit on the maximum number of listed company board representations which any Director may hold) to address competing time commitments. The Board believes that each individual Director is best placed to determine and ensure that he/she is able to devote sufficient time and attention to discharge his/her duties and responsibilities as a Director, bearing in mind his/her other commitments. The Board and the Nominating Committee will review the requirement to determine the maximum number of listed company board representations as and when they deem fit.

REPORT ON CORPORATE GOVERNANCE

Provision 1.6

Access to Information

The Board is provided with complete, accurate, and adequate information in a timely manner, prior to Board meetings and on an on-going basis, to enable it to fulfill its responsibilities. Such information includes background or explanatory information relating to matters to be brought before the Board, copies of disclosure documents, budgets and half yearly internal financial statements. In respect of budgets, any material variance between the projections and actual results will be disclosed and explained. Such information is provided to the Directors to enable them to keep abreast of the Company's operational and financial performance and position and to facilitate better-informed decision-making.

Provision 1.7

Access to Management and Company Secretary

The Directors have separate and independent access to the Management and the company secretary at all times. The company secretary and/or his or her representatives attend all Board meetings to ensure that Board procedures are followed and that applicable rules and regulations, including the requirements of the Companies Act 1967 of Singapore ("**Companies Act**") and the Catalist Rules are complied with. In addition, the company secretary and/or his or her representatives assists the Chairman and the Chairman of each Board Committee in the development of the agendas for the various Board and Board Committees meetings. Under the direction of the Chairman, the company secretary's other responsibilities include ensuring good information flows within the Board and Board Committees and between the Management, the Non-Executive Director and the Independent Directors, as well as facilitating orientation and assisting with professional development as required. The appointment and the removal of the company secretary is a decision of the Board as a whole.

Independent Professional Advice

Should the Directors, whether as a group or individually, need independent professional advice in furtherance of their duties and responsibilities, the Company will appoint such professional adviser to render the appropriate professional advice. The cost of such professional advice will be borne by the Company.

Principle 2: Board Composition and Guidance

The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company.

Provision 2.1

Director's Independence

The criterion for independence is based on the definition set out in the Code and Practice Guidance, and taking into consideration whether the Director falls under any circumstances pursuant to Rule 406(3)(d) of the Catalist Rules. The Board considers an "independent" Director as one who has no relationship with the Company, its related corporations, its substantial Shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Director's independent business judgment with a view to the best interests of the Company.

REPORT ON CORPORATE GOVERNANCE

The Nominating Committee shall conduct an annual review to determine the independence of the Directors according to the Code and its Practice Guidance, as well as Rule 406(3)(d) of the Catalist Rules. Under Rule 406(3)(d) of the Catalist Rules, a director will not be independent under any of the following circumstances: (i) if he is employed by the company or any of its related corporations for the current or any of the past three financial years; or (ii) if he has an immediate family member who is employed or has been employed by the company or any of its related corporations for the past three financial years, and whose remuneration is determined by the remuneration committee of the company; or (iii) if he has been a director of the company for an aggregate period of more than nine years (whether before or after listing), and such director may continue to be considered independent until the conclusion of the next annual general meeting of the company. In its review, the Nominating Committee shall consider all nature of relationships and circumstances that could influence the judgement and decisions of the Directors before tabling its finding and recommendations to the Board for approval.

The Independent Directors (namely Mr Kim Seah Teck Kim and Mr Henry Tan Song Kok) have confirmed that they or their immediate family members do not have any relationship with the Company or any of its related corporations, its substantial Shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Directors' independent business judgment with a view to the best interests of the Company, and do not fall under any of the circumstances pursuant to Rule 406(3)(d) of the Catalist Rules. The Independent Directors do not own shares of the Company and were not in any foreseeable situation that could compromise their independence of thought and decision. The Board, based on the review conducted by the Nominating Committee, has determined that the said Directors are independent. The Independent Directors, being the members of the Nominating Committee, have each abstained from making any recommendation and/or participating in any deliberation of the Nominating Committee in respect of the assessment of their own independence as a director.

None of the Independent Directors has served on the Board beyond nine (9) years from the date of his or her first appointment.

Provision 2.2

Proportion of Independent Directors

As of the date of this report, the Board comprises two (2) Independent Directors (out of a four (4) member Board), which constituted half of the Board. Although the Chairman of the Board is not independent and the Independent Directors does not make up majority of the Board as recommended by Provision 2.2 of the Code, the Board and the Nominating Committee are of the view that the Company complies with Principle 2 of the Code taking into consideration the following: (i) half of the Board consists of Independent Directors and majority of each of the Board Committees are Independent Directors, (ii) the decision making process of the Board is based on collective decisions so that no individual or groups of individuals can dominate the decision making process, and (iii) the Board has a Lead Independent Director, who will provide leadership in situations where the Executive Chairman and Chief Executive Officer may be conflicted. Nevertheless, the Nominating Committee will continue to review and monitor the requirement for a majority of the Board to be Independent Directors, to be in line with the Provision 2.2 of the Code.

Provision 2.3

Proportion of Non-Executive Directors

The Board comprises a majority of three (3) Directors (out of a four (4) member Board) who are Non-Executive Directors.

REPORT ON CORPORATE GOVERNANCE

Provision 2.4

Board Composition and Size

The Board currently comprises four (4) members, one (1) of whom is an Executive Director and three (3) of whom are Non-Executive Directors, of which two (2) are Independent Directors.

The Board members as of the date of this report are:

Tan Tong Guan	Executive Chairman and Chief Executive Officer
Tan Geok Moey	Non-Executive Director
Henry Tan Song Kok	Lead Independent Director
Kim Seah Teck Kim	Independent Director

The Nominating Committee is responsible for examining the size and composition of the Board and Board Committees. Having considered the scope and nature of the Group's businesses, the requirements of the business and the need to avoid undue disruptions from changes to the composition of the Board and Board Committees, the Board, in concurrence with the Nominating Committee, is of the view that the current size and composition of the Board and Board Committees, are appropriate to facilitate effective decision making, and provide sufficient diversity of expertise to lead and govern the Company effectively.

Board Diversity

The Company has a written board diversity policy which sets out the policy and framework for promoting diversity on the Board and believed that a diverse Board will enhance decision making of the Board by utilising the variety of skills, industry, and business experiences and competencies, gender, age, ethnicity and culture, geographical background and nationalities, tenure of services and other distinguishing qualities.

On annual basis, the Nominating Committee conducts its review of the composition of the Board, which comprises members of both genders and from different backgrounds whose core competencies, qualifications, skills and experiences, met with the requirements of the Group. The Nominating Committee will periodically review the competencies of the Directors to ensure effective governance of the Company and contribution to the Board. All Directors will submit to the Nominating Committee on an annual basis a completed Board and Board Committees Evaluation Questionnaire (including composition of the Board and Board Committees). The Nominating Committee have reviewed the completed the Evaluation Questionnaire for FY2025, and is satisfied that the Board has the appropriate mix of expertise, knowledge, experiences, and skills in supporting the attainment of its strategic objectives and sustainable development.

The Board and the Board Committees currently comprise persons who as a group provide an appropriate balance and diversity of skills, experience and knowledge to the Company, as well as provide a diversity of gender with one (1) female Director who is a Non-Executive Director (constitute 25% of the Board) in recognition of the importance and value of gender diversity. The Directors, as a group, provide core competencies such as accounting or finance, business or management experience, legal, industry knowledge, strategic planning experience and customer-based experience or knowledge required for the Board and the Board Committees to be effective. The current composition of the Board is in line with the targets set in the Company's board diversity policy on gender diversity and skills matrix objectives. Nevertheless, the Company is constantly on the lookout for suitable candidates to join the Board as Independent Directors as part of its review process, while considering diversity aspects.

To address the dynamic business environment, the Nominating Committee will recommend the Board to consider the appointment of new Director(s) that has/have the required skillset, expertise, experience and knowledge as and when it deems necessary.

REPORT ON CORPORATE GOVERNANCE

A brief profile of each Director is set out on pages 6 to 7 of this Annual Report. Information of the interests of the Directors who held office at the end of the financial year in shares, debentures and share options in the Company and its related corporations (other than the wholly-owned subsidiaries) are set out in the Directors' Statement on page 87 of this Annual Report.

Provision 2.5

Meeting of Non-Executive Directors without Management

The Non-Executive Director and the Independent Directors will assist to develop proposals on strategies and goals for the Company and regularly assess the performance of the Management in meeting the agreed goals and objectives, and monitor the reporting of performance. The Non-Executive Director and the Independent Directors are encouraged to meet, without the presence of the Management, so as to facilitate a more effective check on the Management. They will meet on a need-basis without the presence of the Management to discuss on arising issues.

During FY2025, the Non-Executive Director and the Independent Directors have met informally via physical/virtual meetings and communicated via emails without the presence of Management to discuss matters such as the Group's financial performance, corporate governance initiatives, succession planning, leadership development and/or the remuneration of Directors and key management personnel.

Principle 3: Chairman and Chief Executive Officer

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

Provision 3.1

Separation of the Role of Chairman and Chief Executive Officer

The roles of the Executive Chairman and the Chief Executive Officer are currently held by Mr Tan Tong Guan. The Board is of the opinion that it is not necessary to separate the roles of the Chairman and the Chief Executive Officer after taking into consideration the current size, scope and the nature of the operations of the Company, and with the strong presence of Independent Directors on the Board. The Board is of the view that there are sufficient safeguards and checks to ensure that the process of decision making by the Board is independent and based on collective decisions without any individual or group of individuals exercising any considerable concentration of power or influence and there is accountability for good corporate governance. There is an appropriate balance of power and authority given that the majority of the members (including the respective Chairmen) of the Board Committees are independent and the Board Committees are chaired by Independent Directors. Considering the above, the Board is of the view that the Company complies with Principle 3 of the Code.

Provision 3.2

Role of Chairman and Chief Executive Officer

As Executive Chairman of the Board, Mr Tan Tong Guan leads the Board and is responsible for the management of the Board. When setting the agenda, he ensures that adequate time is available for discussion of all agenda items, in particular strategic matters. The Executive Chairman encourages Board's interaction with the Management, facilitates effective contribution of the Non-Executive Director and Independent Directors, encourages constructive relations among the Directors and promotes high standards of corporate governance. In addition, the Executive Chairman ensures that the Directors receive accurate, timely and clear information and there is effective communication with Shareholders and other stakeholders.

The Executive Chairman, being the Chief Executive Officer, is also in charge of charting the business direction as well as corporate planning and strategic developments of the Company and the Group.

REPORT ON CORPORATE GOVERNANCE

Provision 3.3

Lead Independent Director

As the roles of the Chairman and the Chief Executive Officer are held by the same person, Mr Henry Tan Song Kok has been appointed as the Lead Independent Director of the Company as recommended by the Code, to provide leadership in situations where the Chairman, who is not independent, is conflicted. As the Lead Independent Director, Mr Henry Tan Song Kok is available to address the concerns of Shareholders and when contact through the normal channels of communication to the Executive Chairman and Chief Executive Officer or the Chief Financial Officer has failed to satisfactorily resolve their concerns or when such contact is inappropriate or inadequate.

The Non-Executive Director and Independent Directors are encouraged to meet periodically without the presence of the Management where necessary. The Lead Independent Director will also provide feedback to the Chairman after such meetings.

There were no query or request on any matters which requires the Lead Independent Director's attention received in FY2025.

Principle 4: Board Membership

The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.

Provisions 4.1 and 4.2

Nominating Committee Composition

The Nominating Committee comprises the following members, all of whom are non-executive and the majority, including the Chairman, are independent:

Kim Seah Teck Kim (Independent Director)	Chairman
Henry Tan Song Kok (Lead Independent Director)	Member
Tan Geok Moey (Non-Executive Director)	Member

Roles and Duties of Nominating Committee

The Nominating Committee has written terms of reference that sets out its duties and responsibilities. Amongst them, the Nominating Committee is responsible for:

- reviewing board succession plans for Directors, in particular, the appointment and/or replacement of the Chairman and the Chief Executive Officer, and key management personnel;
- creating a formal and transparent process for the appointments and re-nominations of members of the Board and to evaluate the performance of the Board as a whole, its Board Committees and the contribution of individual Directors to the effectiveness of the Board;
- affirming annually the independence of the Directors;
- the appointment and re-appointment of directors (including alternate directors, if any); and
- reviewing training and professional development programs for the Board.

The Nominating Committee is scheduled to meet at least once a year. Each member of the Nominating Committee shall abstain from voting on any resolution in respect of the evaluation of his/her performance or re-nomination as a Director.

REPORT ON CORPORATE GOVERNANCE

Provision 4.3

Nomination and Selection of Directors

For new appointments to the Board, the Nominating Committee will consider the Company's current Board size and its composition and decide if the candidate's background, experience, expertise and knowledge will complement the skills and competencies of the existing Directors on the Board. The candidate must be a person of integrity and must be able to commit sufficient time and attention to the affairs of the Company, especially if he is serving on multiple boards. The Nominating Committee will ensure that new Directors are aware of their duties and obligations. In addition, the Nominating Committee will take into consideration whether a candidate had previously served on the board of a company with an adverse track record or a history of irregularities, or whether the candidate is or was under investigation by professional associations or regulatory authorities. The Nominating Committee will also assess whether a candidate's resignation from the board of any such company would cast any doubt on the candidate's qualification and ability to act as a Director of the Company.

If a vacancy arises under any circumstances, or where it is considered that the Board would benefit from the services of a new Director, the Nominating Committee, in consultation with the Board, will determine the selection criteria and select the appropriate candidate for the position. The search for a suitable candidate is drawn from the contacts and networks of existing Directors. The Nominating Committee can also approach relevant institutions such as the Singapore Institute of Directors, professional organization or business federations, or engage external parties such as professional search firms to source for a suitable candidate.

Re-election of Directors

In accordance with the Code and Rule 720(4) of the Catalist Rules, all Directors shall submit themselves for re-nomination and re-election at least once every three (3) years. Pursuant to Regulation 95 of the Company's Constitution, at least one-third of the Directors will retire at the annual general meeting ("**AGM**") each year. In addition, Regulation 101 of the Company's Constitution provides that a newly appointed Director can only hold office until the next AGM and then be eligible for re-election but shall not be taken into account in determining the number of Directors who are to retire by rotation. The Nominating Committee is charged with the responsibility of re-nomination having regard to the Director's contribution and performance (e.g. attendance, preparedness, participation and candour) including, if applicable, as an Independent Director.

The Nominating Committee has recommended to the Board that Mr Tan Tong Guan and Mr Kim Seah Teck Kim (collectively the "**Retiring Directors**") be nominated for re-election at the upcoming AGM. In making the recommendation, the Nominating Committee considered, among others, each of the Retiring Directors' contribution and performance to the Board and the Group. Mr Kim Seah Teck Kim, being a member of the Nominating Committee, had abstained from making any recommendation and/or participating in any deliberation of the Nominating Committee in respect of the assessment of his own re-election as a Director of the Company.

Mr Tan Tong Guan will, upon re-election as a Director, remain as the Executive Chairman and Chief Executive Officer.

Mr Kim Seah Teck Kim will, upon re-election as a Director, remain as an Independent Director, Chairman of the Nominating Committee and the Remuneration Committee as well as a member of the Audit Committee.

Mr Kim Seah Teck Kim is considered by the Board to be independent for the purpose of Rule 704(7) of the Catalist Rules.

Details of the Retiring Directors seeking re-election at the upcoming AGM are set out on pages 83 to 85 of this Annual Report in compliance with Rule 720(5) of the Catalist Rules.

REPORT ON CORPORATE GOVERNANCE

Provision 4.4

Review of Directors' Independence

As set out under Provision 2.1 of the Code above, on an annual basis, the Nominating Committee is required to determine the independence status of the Directors, bearing in mind the circumstances set forth in the Code, Rule 406(3)(d) of the Catalist Rules and any other salient factors. The Independent Directors have submitted their respective confirmation of independence annually for the Nominating Committee's review. For FY2025, the Nominating Committee has reviewed the confirmation of independence submitted by the Independent Directors and determined that the Independent Directors (namely Mr Kim Seah Teck Kim and Mr Henry Tan Song Kok) are independent. Each of the Independent Directors, being members of the Nominating Committee, has abstained and not participated in the review and determination of Directors' independence in respect of himself.

Currently, there is no alternate Director on the Board.

Provision 4.5

Directors' Time Commitments

The Nominating Committee ensures that new Directors are aware of their duties and obligations. For re-nomination and re-appointment of Directors, the Nominating Committee takes into consideration the competing time commitments faced by Directors and their ability to devote appropriate time and attention to the Group.

Please refer to the section entitled "Directors Profile" of this Annual Report for the listed company directorships and principal commitments of each Director.

As set out under Provision 1.5 of the Code above, the Nominating Committee has reviewed and is of the opinion that the Directors are able to and have adequately carried out their duties as Directors of the Company, as well as sufficient time and attention are given by the Directors to the affairs of the Company, in FY2025. Each of the Independent Directors, being members of the Nominating Committee, has abstained and not participated in the review and determination in respect of himself.

Principle 5: Board Performance

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

Provisions 5.1 and 5.2

The Board and the Nominating Committee strive to ensure that Directors on the Board possess the experience, knowledge and skills critical to the Company's business so as to enable the Board to make sound and well-considered decisions.

The Nominating Committee has carried out an annual performance evaluation process to assess the effectiveness of the Board as a whole and its Board Committees. The purpose of the evaluation process is to increase the overall effectiveness of the Board and its Board Committees. Each Director completes an evaluation form to assess the overall effectiveness of the Board as a whole and its Board Committees. The appraisal process for the Board focuses on the evaluation of factors such as the composition of the Board, the Board's accessibility to information, Board procedures and accountability, communication with key management personnel and Directors' standards of conduct. The appraisal process for the Board Committees, on the other hand, focused on the evaluation of the respective Board Committees structure, conduct of meetings, measurement and monitoring of Board Committees performance. The results of these evaluations are reviewed and used constructively by the Nominating Committee to identify areas of improvements and recommending appropriate course of action to the Board. Based on the results collated from the evaluations, the Nominating Committee is of the view that the overall effectiveness of the Board as a whole and the Board Committees has been satisfactory for FY2025.

REPORT ON CORPORATE GOVERNANCE

The Nominating Committee has decided unanimously that the Directors will not be evaluated individually as it is more appropriate and effective to assess the overall effectiveness of the Board as a whole, bearing in mind that each Director contributes in different ways to the success of the Company and Board decisions are made collectively. In considering the renomination of a Director, the Board has taken into consideration factors such as his/her attendance, participation and contributions to meetings. Accordingly, the Board is of the view that the Company has complied with Principle 5 of the Code.

For FY2025, the Nominating Committee has not engaged any external facilitator to assist in the assessment of the effectiveness of the Board as a whole and the Board Committees. Where relevant, the Nominating Committee will consider such engagement.

Principle 6: Procedures for Developing Remuneration Policies

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

Provisions 6.1, 6.2 and 6.3

Remuneration Committee Composition

The Remuneration Committee comprises the following members, all of whom are non-executive and the majority, including the Chairman, are independent:

Kim Seah Teck Kim	(Independent Director)	Chairman
Henry Tan Song Kok	(Lead Independent Director)	Member
Tan Geok Moey	(Non-Executive Director)	Member

Roles and Duties of Remuneration Committee and Remuneration Framework

The Remuneration Committee has written terms of reference that sets out its duties and responsibilities. Amongst them, the Remuneration Committee is responsible for:

- recommending to the Board a general framework of remuneration for the Directors and key management personnel, and determine specific remuneration packages for each Director as well as for key management personnel, and the recommendations of the Remuneration Committee are submitted for endorsement by the entire Board. All aspects of remuneration, including but not limited to Directors' and key management personnel's fees, salaries, allowances, bonuses, options, share-based incentives and awards, and benefits-in-kind will be covered by the Remuneration Committee; and

- performing an annual review of the remuneration of employees related to the Directors and substantial Shareholders to ensure that their remuneration packages are in line with the Company's staff remuneration guidelines and commensurate with their respective job scope and level of responsibilities. It will also review and approve any bonuses, pay increases and/or promotions for these employees.

The Remuneration Committee will also review the Company's obligations under the service agreements entered into with the Executive Chairman and Chief Executive Officer, and key management personnel that would arise in the event of termination of these service agreements. This is to ensure that such service agreements contain fair and reasonable termination clauses which are not overly generous. The Remuneration Committee aims to be fair and avoid rewarding poor performance.

The Remuneration Committee is scheduled to meet at least once a year. Each member of the Remuneration Committee shall abstain from voting on any resolution in respect of his/her remuneration package or that of employees related to him/her.

REPORT ON CORPORATE GOVERNANCE

Provision 6.4

Engagement of Remuneration Consultants

The Remuneration Committee, if necessary, may seek external expert advice and such expenses will be borne by the Company. For FY2025, the Remuneration Committee has not sought external advice nor appointed remuneration consultants in considering the remuneration of all Directors.

Principle 7: Level and Mix of Remuneration

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

Provisions 7.1 and 7.3

As part of its review, the Remuneration Committee ensures that remuneration packages of the Directors and key management personnel are comparable within the industry and with similar companies. The Remuneration Committee considers the Company's relative performance and the contributions and responsibilities of the individual Directors.

Policy in respect of Executive Director's and other key management personnel's remuneration

The Company advocates a performance-based remuneration system that is flexible and responsive to the market, which takes into consideration the Company's and the individual employee's performance. The total remuneration mix comprises annual fixed cash and annual performance incentive. The annual fixed cash component comprises the annual basic salary plus any other fixed allowances. The Company believes in promoting commitment and motivation by aligning incentives with performance, so as to be able to attract, retain and motivate talents without being excessive, and thereby maximise value for Shareholders.

The Company currently does not have any long-term incentive scheme.

The Executive Chairman and Chief Executive Officer does not receive Director's fees, and is paid pursuant to his service agreement.

The Company's wholly-owned subsidiary, AVH Animal Ark Pte. Ltd., has also entered into a service agreement with Dr Joyce Lauw Shi Yu ("**Dr Joyce Lauw**") (a key management personnel of the Group). Dr Joyce Lauw will be paid a monthly remuneration, to be reviewed from time to time by the Remuneration Committee, and a discretionary bonus of such amount and at such intervals as AVH Animal Ark Pte. Ltd. may in its absolute discretion determine. The service agreement also provides for, *inter alia*, use of intellectual property, certain restrictive covenants (including non-compete obligation), and grounds of termination. Dr Joyce Lauw's notice of termination has been reduced to 3 months, which was disclosed in the Company's annual report for the financial year ended 31 December 2023.

Having reviewed and considered the variable components in the remuneration packages of the Executive Chairman and Chief Executive Officer, and the key management personnel, the Remuneration Committee is of the view that there is presently no urgent need for the Company to consider the use of contractual provisions to allow the Company to reclaim incentive components of remuneration from the Executive Chairman and Chief Executive Officer, and the key management personnel in exceptional circumstances of misstatement of financial results or misconduct resulting in financial loss to the Company.

REPORT ON CORPORATE GOVERNANCE

Provision 7.2

Policy in respect of remuneration for Non-Executive Directors

The Non-Executive Director, and the Independent Directors do not have service agreements with the Company. They are compensated based on fixed Directors' fees, which are determined by the Board, after the recommendation by the Remuneration Committee, based on their contribution, taking into consideration factors such as effort, time spent and responsibilities of the Non-Executive Director, and the Independent Directors. The Chairman of each Board Committee is paid an additional fee, and the Chairman of the Audit Committee is paid a higher fee than the Chairman of the other Board Committees in view of the higher responsibility carried by that office. The proposed Directors' fees are subject to approval by Shareholders at the AGM. Save for the Directors' fees, the Non-Executive Director, and the Independent Directors do not receive any other remuneration from the Company.

Principle 8: Disclosure on Remuneration

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

Provisions 8.1 and 8.3

Remuneration Policy and Criteria

As set out under Provisions 7.1 and 7.3 of the Code above, the Company advocates a performance-based remuneration system that is flexible and responsive to the market, which takes into consideration the Company's and the individual employee's performance. The total remuneration mix comprises annual fixed cash and annual performance incentive. The annual fixed cash component comprises the annual basic salary plus any other fixed allowances.

Remuneration of Directors and key management personnel

The level and mix of remuneration of the Company's Directors and key management personnel (who are not Directors or the Chief Executive Officer) for FY2025 are as follows:

Name of Director	Base/Fixed salary* (%)	Bonus (%)	Directors' fees** (%)	Benefits-in-kind (%)	Total (S$)
Tan Tong Guan	100	–	–	–	325,722
Tan Geok Moey	–	–	100	–	36,000
Kim Seah Teck Kim	–	–	100	–	47,000
Henry Tan Song Kok	–	–	100	–	52,000

Remuneration band and Name of Key Management Personnel***	Base/Fixed salary* (%)	Bonus (%)	Benefits-in-kind (%)	Total (%)
Below S$250,000				
Xue Ru	98	2	–	100
Joyce Lauw Shi Yu	99	1	–	100

* These amounts are inclusive of employer's CPF contribution.

** The proposed Directors' fees for FY2025 is subject to Shareholders' approval at the forthcoming AGM.

*** The Group has only two (2) key management personnel (who are not Directors or the Chief Executive Officer) during FY2025.

REPORT ON CORPORATE GOVERNANCE

The Company has 2 key management personnel (who are not Directors or the Chief Executive Officer) for FY2025 and the aggregate total remuneration paid to the key management personnel (who are not Directors or the Chief Executive Officer) for FY2025 is S$307,760.

The Board believes that it is for the benefit of the Company not to disclose in absolute number for the remuneration paid to each of the key management personnel (who are not Directors or the Chief Executive Officer of the Company and its subsidiaries) due to its sensitive nature and concerns of poaching. As the Company operates in a commercially sensitive veterinary business, such disclosure could put the Company at a disadvantage relative to competitors and potentially impact employee cohesion and teamwork.

After taking into consideration the above-mentioned, the Board is of the view that the Company has complied with Principle 8 of the Code with respect to the disclosure of remuneration of key management personnel presented herein.

The Company currently does not have an employee share option scheme or performance share plan in place.

None of the Directors (including the Executive Chairman and Chief Executive Officer) and the key management personnel (who are not Directors or the Chief Executive Officer) of the Company has received any termination, retirement or post-employment benefits for FY2025.

Provision 8.2

Remuneration of Substantial Shareholder or Immediate Family Members of Director and Chief Executive Officer

Save for the Executive Chairman and Chief Executive Officer, there is no employee of the Company who is also a substantial Shareholder, or is an immediate family member of any Director, the Executive Chairman and Chief Executive Officer or a substantial Shareholder, and whose remuneration exceeded S$100,000 during FY2025. "Immediate family member" refers to the person's spouse, child, adopted child, step-child, sibling and parent.

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.

Provisions 9.1 and 9.2

Risk assessment and evaluation is an essential part of the business planning and monitoring process. The Company has established an enterprise risk management framework and register to identify, manage and monitor the business and operating risks impacting the Group on an on-going basis. This allows the Group to address the ongoing risk exposures and identify the challenges and opportunities in the business environment so as to reduce uncertainties and facilitate the shareholder value creation process. Having regard to the risks which the business is exposed, the likelihood of such risks occurring and the risk tolerance accepted by the Group, the internal controls structure of the Group has been designed and put in place by the Group to provide reasonable assurance against material financial misstatements or loss, for the safeguarding of assets, for the maintenance of proper accounting records, for the provision of financial and other information with integrity, reliability and relevance, and in compliance with applicable laws and regulations.

REPORT ON CORPORATE GOVERNANCE

The Board has the overall responsibility for the governance of risk and with the support of the Audit Committee, oversees the design, implementation and monitoring of the risk management and internal control systems.

The Audit Committee will review the reports submitted by the independent internal auditors relating to the adequacy and effectiveness of the Group's significant internal controls (including financial, operational, compliance and information technology controls) and risk management systems. The Audit Committee will also review the effectiveness of the actions taken by the Management on the recommendations made by the independent internal auditors in this respect.

On an annual basis, the Board will review the adequacy and effectiveness of the internal controls (including financial, operational, compliance and information technology controls) and risk management systems to ensure that they are able to meet the needs of the Group in its current business environment.

For FY2025, the Board has received assurance (i) from the Executive Chairman and Chief Executive Officer, and the Chief Financial Officer that the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances; and (ii) from the Executive Chairman and Chief Executive Officer, and other key management personnel that the Company's risk management and internal control systems are effective and adequate.

The Board and the Audit Committee have reviewed the adequacy and effectiveness of the Group's internal controls (including financial, operational, compliance and information technology controls) and risk management systems in all material aspects. As part of the annual statutory audit of the financial statements, the external auditors will highlight any material weaknesses in financial controls over the areas that are significant to the audit. Such material internal control weaknesses noted during their audit and recommendations, if any, by the external auditors are reported to the Audit Committee. The Audit Committee will follow up on the actions taken by the Management in response to the recommendations made by the external auditors. The Audit Committee has also reviewed the follow up reports submitted by the independent internal auditors and reviewed the effectiveness of the actions taken by the Management on the recommendations made by the independent internal auditors in this respect.

Based on the internal controls established and maintained by the Group, work performed by the independent internal auditors and the external auditors, reviews performed by the Management and assurance received from the Executive Chairman and Chief Executive Officer, the Chief Financial Officer and other key management personnel, the Board, with the concurrence of the Audit Committee, is of the opinion that the Group's internal controls (including financial, operational, compliance and information technology controls) and risk management systems are adequate and effective for FY2025.

The Board will consider the necessity of establishing a separate Board risk committee as and when it deems necessary.

The Board and the Audit Committee note that all internal control systems contain inherent limitations and no systems of internal controls could provide absolute assurance against the occurrence of material errors, poor judgement in decision making, human errors, losses, fraud or other irregularities.

REPORT ON CORPORATE GOVERNANCE

Principle 10: Audit Committee

The Board has an Audit Committee which discharges its duties objectively.

Provisions 10.2 and 10.3

Audit Committee Composition

The Audit Committee comprises the following members, all of whom are non-executive and the majority, including the Chairman, are independent:

Henry Tan Song Kok	(Lead Independent Director)	Chairman
Tan Geok Moey	(Non-Executive Director)	Member
Kim Seah Teck Kim	(Independent Director)	Member

At least two (2) members of the Audit Committee, including the Chairman of the Audit Committee, have accounting and related financial management expertise and experience. None of the members of the Audit Committee is a former partner or director of the Company's existing audit firm (a) within a period of two years commencing on the date of his/her ceasing to be a partner of the audit firm and (b) for as long as he/she has any financial interest in the auditing firm.

Provision 10.1

Roles and Duties of Audit Committee

The Audit Committee has explicit authority to investigate any matter within its terms of reference, full access to and co-operation by the Management, full discretion to invite any person including Director or key management personnel of the Company to attend its meetings, and reasonable resources to enable it to discharge its functions properly. The Audit Committee will assist the Board in discharging its responsibility to safeguard the assets of the Company, maintain adequate accounting records, and develop and maintain effective systems of internal control, with the overall objective of ensuring that the Management creates and maintains adequate and effective control environment in the Company. The Audit Committee will provide a channel of communication between the Board, the Management and the external auditors on matters relating to audit.

The Audit Committee has written terms of reference that sets out its duties and responsibilities. Amongst them, the Audit Committee is responsible for:

- reviewing the scope and results of the audit and its cost effectiveness;

- reviewing the significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the Company and any announcements relating to the Company's financial performance, where the external auditors in their review or audit of the Company's year-end financial statements, raise any significant issues which have a material impact on the interim financial statements or financial results previously announced by the Company;

- reviewing and assisting the Board to improve the quality of interim financial statements or financial updates;

- making recommendations to the Board on the appointment, re-appointment and removal of the external auditors, and approving the remuneration and terms of engagement of the external auditors;

- reviewing with the external auditors the audit plan, their evaluation of the system of internal accounting controls, their letter to the Management and the Management's response;

REPORT ON CORPORATE GOVERNANCE

- reviewing the half year and annual financial statements and results announcements before submission to the Board for approval, focusing in particular on changes in accounting policies and practices, major risk areas, significant adjustments resulting from the audit, compliance with accounting standards and compliance with the Catalist Rules and any other relevant statutory or regulatory requirements;

- reviewing annually the adequacy and effectiveness of the Company's internal controls (including financial, operational, compliance and information technology controls), as well as risk management policies and systems established by the Management. The Audit Committee will also ensure co-ordination between the external auditors and the Management, and review the assistance given by the Management to the external auditors, and discuss problems and concerns, if any, arising from audits, and any matters which the external auditors may wish to discuss (in the absence of the Management, where necessary);

- reviewing and discussing with the external auditors any suspected fraud or irregularity, or suspected infringement of any relevant laws, rules or regulations, which have or are likely to have a material impact on the Company's operating results or financial position, and the Management's response;

- reviewing interested person transactions (if any) falling within the scope of Chapter 9 of the Catalist Rules;

- reviewing potential conflicts of interest (if any);

- reviewing with the internal auditor, their internal audit plans and their evaluation of the adequacy and effectiveness of the internal control and accounting system before submission of the results of such review to the Board for approval;

- reviewing the independence, adequacy of resources and effectiveness of the internal audit function and whether the internal audit function has the appropriate standing within the Group, on an annual basis;

- reviewing and establishing procedures for receipt, retention and treatment of complaints received by the Company regarding, *inter alia*, criminal offences involving the Company or its employees, questionable accounting, auditing, business, safety or other matters that impact negatively on the Company;

- reviewing key financial risk areas, with a view to providing an independent oversight on the Company's financial reporting, the outcome of such review to be disclosed in the annual report or, where the findings are material, announced immediately via SGXNet;

- reviewing the Company's compliance with relevant government regulations and licensing requirements;

- undertaking such other reviews and projects as may be requested by the Board, and reporting to the Board its findings from time to time on matters arising and requiring the attention of the Audit Committee; and

- generally, undertaking such other functions and duties as may be required by statutes or by the Catalist Rules, or by such amendments as may be made thereto from time to time.

The Audit Committee shall also commission and review the findings of internal investigations into matters where there is any suspected fraud or irregularity, or failure of internal controls or infringement of any Singapore law, rule or regulation which has or is likely to have a material impact on the operating results and/or financial position of the Company.In the event that a member of the Audit Committee is interested in any matter being considered by the Audit Committee, he/she will abstain from reviewing that particular transaction or voting on that particular resolution.

REPORT ON CORPORATE GOVERNANCE

Provision 10.4

Internal Audit Function

The current size of the operations of the Group does not warrant the Group to have an in-house audit function. The internal audit function of the Group has been outsourced to In.Corp Business Advisory Pte. Ltd., an independent accounting and auditing firm.

The internal auditor's primary line of reporting is to the Chairman of the Audit Committee. The Audit Committee will review the internal audit plan to ensure that the scope is adequate and covers the review of the significant business functions of the Group and all internal audit findings and recommendations are submitted to the Audit Committee for deliberation with copies of these reports extended to the relevant key management executives. The Audit Committee approves the appointment, termination, evaluation and fees of the internal audit firm.

The internal auditor is guided by the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

The Company cooperates fully with the internal auditor in terms of allowing unfettered access to all the Company's documents, records, properties and personnel, including access to the Audit Committee.

The Audit Committee has reviewed with the internal auditors their audit plan and their evaluation of the system of internal controls and has evaluated their audit findings and Management's responses to those findings, the adequacy and effectiveness of material internal controls, (including financial, operational, compliance and information technology controls) and risk management systems of the Company and the Group for FY2025. The Audit Committee is satisfied that In.Corp Business Advisory Pte. Ltd. is independent, adequately resourced and effective, and has the appropriate standing within the Group. The Audit Committee is also of the view that In.Corp Business Advisory Pte. Ltd. is adequately staffed with persons with relevant qualifications and experience and adheres to professional standards including those promulgated by The Institute of Internal Auditors.

The Audit Committee will annually, review the independence, adequacy of resources and effectiveness of the internal audit function and ensure that it has appropriate standing within the Group.

External Audit Function

The Audit Committee will review the independence and objectivity of external auditors annually after taking into account all audit and non-audit services provided to the Company. Having considered the breakdown of fees paid to the external auditors as detailed on page 82 of this Annual Report and compliance with Singapore Accountants (Public Accountants) Rules, as well as the nature and extent of such services, the Audit Committee is satisfied that such services will not prejudice the independence and objectivity of the external auditors. The external auditors have also confirmed their independence in this respect, and that they are registered with the Accounting and Corporate Regulatory Authority and approved under the Accountants Act 2004 of Singapore. The audit partner-in-charge assigned to the audit is a registered public accountant under the Accountants Act 2004 of Singapore.

After considering the adequacy of the resources and experience of the external auditors' firm and the audit partner-in-charge assigned to the audit, the firm's other audit engagements, the size and complexity of the Group and the number and experience of supervisory and professional staff assigned to the particular audit as well as the standard and quality of work performed by Ernst & Young LLP for past financial years, the Audit Committee is satisfied with and has recommended to the Board the nomination and re-appointment of Ernst & Young LLP as the external auditors for the Company's audit obligations for the financial year ending 31 December 2026, at the forthcoming AGM.

In appointing the auditing firms for the Company and its subsidiary, the Company has complied with Rules 712 and 715 of the Catalist Rules for FY2025.

REPORT ON CORPORATE GOVERNANCE

Provision 10.5

Meeting Auditors without the Management

In performing its functions, the Audit Committee and Management meet with the external and internal auditors to discuss and evaluate the internal controls of the Group and review the overall scope of both external and internal audits. At least once a year and as and when required, the Audit Committee meets with the external and internal auditors without the presence of Management, to review any matters that might be raised privately.

For FY2025, the Audit Committee has met with the external auditors and the internal auditors once, without the presence of the Management.

Key Audit Matters

The Audit Committee is kept abreast by the external auditors on regulatory changes and updated accounting standards during the Audit Committee meetings.

The Audit Committee has reviewed the key audit matters disclosed in the external auditors' report and is of the view that there is no material inconsistency between the audit procedures adopted by the external auditors and the Management's assessment.

Whistle Blowing Policy

The Company has put in place a whistleblowing policy, whereby anyone may, in good faith and in confidence, raise concerns or observations about possible corporate malpractices and improprieties in financial reporting or other matters directly to Mr Henry Tan Song Kok, the Lead Independent Director and Chairman of the Audit Committee. The policy sets out procedures for a whistleblower to make a report to the Company on misconduct or wrongdoing relating to the Company and its officers.

The Audit Committee is responsible for oversight and monitoring of whistleblowing and will review the policy and arrangements by which staff of the Group may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters. The objective of the Audit Committee will be to ensure that arrangements are in place for the independent investigation of such matters and for appropriate follow-up actions.

The Group will take all reasonable steps to protect the identity of the whistleblower so as to ensure that the identity of the whistleblower is kept confidential – subject to legal or regulatory requirements. All information disclosed during the course of investigation will remain confidential, except as necessary or appropriate to conduct the investigation and to take any remedial action, in accordance with any applicable laws and regulations. The Group prohibits discrimination, retaliation or harassment of any kind against a whistleblower who submits a complaint or report in good faith.

No such whistleblowing report was received and no such matter was raised by any staff of the Group for FY2025.

Audit Committee Activities

In FY2025, the Audit Committee had, among others, carried out the following activities:

(a) reviewed the half-year and full-year financial statements announcements of the Group, and recommended to the Board for approval and release via the SGXNet;

(b) reviewed the adequacy and effectiveness of the Group's internal controls (including financial, operations, compliance and information technology controls), and risk management systems;

REPORT ON CORPORATE GOVERNANCE

(c) reviewed and approved the audit plan of the internal auditors;

(d) reviewed the independence, adequacy of resources and effectiveness of the internal auditors and whether the internal auditors have the appropriate standing within the Group;

(e) reviewed and approved the annual audit plan of the external auditors;

(f) reviewed the independence of the external auditors;

(g) reviewed the annual re-appointment of the external auditors and determined their remuneration, and made a recommendation for the Board's approval; and

(h) met with the external auditors and internal auditors once without the presence of the Management.

Principle 11: Shareholder Rights and Conduct of General Meetings

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

Provisions 11.1, 11.2, 11.3 and 11.4

All Shareholders are informed of Shareholders' meetings through notices contained in annual reports or circulars sent to all Shareholders. These notices are also published in the newspapers and posted onto SGXNet and the Company's corporate website. Shareholders are encouraged to attend the Company's general meetings and to participate effectively in and vote at general meetings of Shareholders to ensure a high level of accountability and to stay informed of the Company's strategies and growth plans and establish and maintain regular dialogue between the Company and Shareholders, to gather views and inputs, and address Shareholders' concerns. The chairpersons and/or members of the Board, the Audit Committee, the Remuneration Committee and the Nominating Committee, as well as the external auditors are normally available at Shareholders' meetings to address any Shareholders' queries, including those relating to the conduct of audit and the preparation and content of the auditors' report. All Directors, the Management, the company secretary, the external auditors and the Company's continuing sponsor were present at the AGM held on 22 April 2025 ("**FY2024 AGM**"). Save for the FY2024 AGM, there were no other general meetings of the Company held during FY2025.

If any Shareholder is unable to attend, he/she is allowed to appoint up to two (2) proxies to vote on his/her behalf at the meeting through proxy forms sent in advance. The Company's Constitution currently does not allow a member to appoint more than two (2) proxies to attend and vote at the same general meetings. With effect from 3 January 2016, the Companies Act was amended, amongst others, to allow certain members, defined as "relevant intermediary" to attend and participate in general meetings. Relevant intermediary includes corporations holding licences in providing nominee and custodial services and CPF Board which purchases shares on behalf of the CPF investors. A member who is a relevant intermediary is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member.

Provision 11.4 of the Code provides for the company's constitution to allow for absentia voting at general meetings of shareholders. The Company's Constitution, however, does not currently provide for absentia voting methods such as by mail, electronic mail, fax and/or other methods as the authentication of shareholder identity and other related security and integrity issues remain a concern. As such, the Company has decided for the time being not to implement voting in absentia.

REPORT ON CORPORATE GOVERNANCE

The FY2024 AGM was held, in a wholly physical format. The notice of the FY2024 AGM was published in the newspaper, and also disseminated to the Shareholders through publication on SGXNet and the Company's corporate website, as well as by postal to the Shareholders, within the prescribed period in accordance with the Companies Act and the Company's Constitution.

Shareholders are also allowed to and encouraged to submit their questions (if any) in relation to any resolutions set out in the notice of the FY2024 AGM in advance prior to the AGM. The Company had responded to substantial and relevant questions from Shareholders via an announcement on SGXNet and the Company's website on 16 April 2025.

Each item of special business included in the notice of the general meetings will be accompanied by full explanation of the effects of a proposed resolution. Separate resolutions are proposed for each substantially separate issue at general meetings.

The forthcoming AGM in respect of FY2025 will be convened in a wholly physical format and there will be no option for Shareholders to participate virtually. Please refer to the notice of forthcoming AGM dated 7 April 2026 as set out in this Annual Report for more information on how Shareholders may participate in the forthcoming AGM.

Pursuant to Rule 730A(2) of the Catalist Rules, all resolutions proposed at the AGM and at any adjournment thereof shall be put to the vote by way of poll. All shareholders are entitled to vote in accordance with the established voting rules and procedures at the AGM. Each share is entitled to one vote. An external firm is appointed as scrutineers for the AGM voting process. The detailed results setting out the number of votes cast for and against each resolution and the respective percentages are announced via SGXNet after the AGM.

Provision 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 responses from the Board and the Management. Minutes of the FY2024 AGM had been published by the Company on its corporate website and SGXNet within one (1) month from the date of the FY2024 AGM.

Provision 11.6

Dividend Policy

Provision 11.6 of the Code provides for the company to have a dividend policy and communicates it to shareholders. The Company, however, does not currently have a policy on payment of dividends as the form, frequency and amount of dividends will depend on the Company's earnings, general financial condition, results of operations, capital requirements, cash flow, general business conditions, development plans and other factors as the Board may deem appropriate. The issue of payment of dividends is deliberated by the Board annually having regard to various factors such as cash position, business prospects and capital commitments. The Company has not declared any dividend for FY2025 as the Board deems it appropriate to conserve cash for the Group's business activities and growth.

REPORT ON CORPORATE GOVERNANCE

Principle 12: Engagement with Shareholders

The Company communicates regularly with its Shareholders and facilitates the participation of Shareholders during general meetings and other dialogues to allow Shareholders to communicate their views on various matters affecting the Company.

Provisions 12.1, 12.2 and 12.3

The Board believes in regular, timely and effective communication with Shareholders. Shareholders are kept informed of all important developments concerning the Company through timely dissemination of information via SGXNet announcements, press releases, annual reports and various other announcements made whenever necessary.

The Company will voluntarily announce interim updates on useful and relevant information in addition to the mandatory financial statements to provide Shareholders a better understanding of the Company's performance. The Board will consider whether interim updates should be provided to Shareholders, and the appropriate frequency of the updates.

The AGM is the principal forum for dialogue between the Company and Shareholders, to gather views and inputs, and address Shareholders' concerns. The Company recognises the value of feedback from Shareholders. During the general meetings, Shareholders are given ample time and opportunities to air their views and concerns. All the Directors will endeavour to attend the general meetings, and Shareholders will be given the chance to share their thoughts and ideas or ask questions relating to the resolutions to be passed or on other corporate and business issues. Please refer to Principle 11 above for information on the proceedings of the FY2024 AGM held in FY2025.

Provisions 12.2 and 12.3 of the Code provide for the company to have in place an investor relations policy for ongoing shareholder engagement. Presently, the Company does not have an investor relations policy or protocol in place nor a dedicated investor relations team. However, the Board's policy is that all Shareholders should be informed simultaneously in an accurate and comprehensive manner regarding all material developments that impact the Group via SGXNet on an immediate basis, in line with the Group's disclosure obligations pursuant to the Catalist Rules and the Companies Act. There is no dedicated investor relations team in place as the Board is of the view that the current communication channels are sufficient and cost-effective. The Company will assess the need to establish an investor policy or protocol or investor relations team as and when it deems necessary. Notwithstanding so, taking into account the communication and dialogue with Shareholders undertaken by the Company as set out above, the Board is of the view that the Company complies with Principle 12 of the Code.

Principle 13: Engagement with Stakeholders

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

Provisions 13.1 and 13.2

Stakeholders' Engagement

The Group has regularly engaged its stakeholders through various mediums and channels to ensure that the business interests are aligned with those of the stakeholders, to understand and address the concerns so as to improve services and products' standards, as well as to sustain business operations for long-term growth.

REPORT ON CORPORATE GOVERNANCE

The stakeholders have been identified as those who are impacted by the Group's business and operations and those who are similarly are able to impact the Group's business and operations. They are namely, employees, customers, suppliers, investors and regulators. The Group has also undertaken a process to determine the economic, environmental, social and governance issues, which are important to these stakeholders. These issues form the materiality matrix upon which targets, performance and progress are reviewed and endorsed by the Board annually.

Please refer to the sustainability report for FY2025 set out on pages 10 to 57 of this Annual Report for the details of the stakeholder engagement and materiality assessment.

Provision 13.3

Corporate Website

The Company maintains a corporate website at https://asiavets.com to communicate and engage with stakeholders. The corporate website provides, among others, announcements, annual reports, sustainability reports, and financial information of the Group, stock information of the Company, as well as the profiles of the Group, the Directors and the key management personnel.

Dealings in Securities

The Company observes closely the best practices on dealings in securities ("***Securities Dealings Best Practices***") in compliance with Rule 1204(19) of the Catalist Rules. The Securities Dealings Best Practices provide guidance to the Directors and employees of the Company with regard to dealing in the Company's securities.

The Company issues circulars or electronic mails to its Directors, key management personnel and employees that they must not trade in the shares of the Company during the period commencing one (1) month before the release of the half year and full year results and ending on the date of such announcements. In addition, Directors and key management personnel are expected to observe insider trading laws at all times even when dealing in securities within the permitted trading period. They are discouraged from dealing in the Company's shares on short term considerations.

Interested Person Transactions

The Company has established procedures to ensure that all transactions with interested persons are reported in a timely manner to the Audit Committee and that the transactions are carried out on normal commercial terms and shall not be prejudicial to the interests of the Company and its minority Shareholders. When a potential conflict of interest arises, the Director concerned takes no part in discussions nor exercises any influences over other members of the Board.

The Group has not obtained a general mandate from Shareholders for interested person transactions. During the financial year under review, there were no interested person transactions entered into by the Group that requires disclosure pursuant to the Catalist Rules.

Material Contracts

Other than disclosed in the audited financial statements and the service agreement between the Executive Chairman and Chief Executive Officer, and the Company, there were no material contracts (including loans) entered into by the Company or its wholly-owned subsidiary involving the interests of the Executive Chairman and Chief Executive Officer, any Director or controlling Shareholders, which are either still subsisting as at the end of FY2025 or if not then subsisting, entered into since the end of the previous financial year.

REPORT ON CORPORATE GOVERNANCE

Fees Paid to External Auditors

Ernst & Young LLP ("**EY**"), the external auditors of the Company, rendered the following services (and charged the fees) set out below for FY2025:

	FY2025 S$'000
Audit fees	
– Statutory audit	100.0
Non-audit fees	
Non audit related	
– Tax returns compliance service – Current year	10.1
– Review of audit working paper by Primary team	4.0
Audit related services	
– Half-year results review	6.5
Total audit and non-audit fees	120.6

The amount of non-audit fees (excluding the audit related services) does not exceed 50% of the total annual audit fees charged by EY in FY2025.

The Audit Committee has reviewed all non-audit services (described above) provided by EY and is of the view that they did not affect the independence and objectivity of EY, and EY has confirmed its compliance with the Singapore Accountants (Public Accountants) Rules in respect of its independence to act as the auditor of the Company.

Non-Sponsorship Fees

Pursuant to Rule 1204(21) of the Catalist Rules, there were no non-sponsorship fees payable or paid to the Company's sponsor, ZICO Capital Pte. Ltd., for FY2025.

REPORT ON CORPORATE GOVERNANCE

ADDITIONAL INFORMATION ON DIRECTORS NOMINATED FOR RE-ELECTION – APPENDIX 7F TO THE CATALIST RULES

Pursuant to Rule 720(5) of the Catalist Rules, the information as set out in Appendix 7F to the Catalist Rules relating to Mr Tan Tong Guan and Mr Kim Seah Teck Kim, being the Directors who are retiring and nominated for re-election in accordance with the Company's Constitution at the forthcoming AGM, is set out below:

Name of Director	**Mr Tan Tong Guan**	**Mr Kim Seah Teck Kim**
Date of first appointment	17 February 2010	25 April 2019
Date of last re-appointment (if applicable)	25 April 2024	25 April 2024
Age	62	71
Country of principal residence	Singapore	Singapore
The Board's comments on this re-election (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	The Board of Directors of the Company has accepted and approved the Nominating Committee's recommendation, who has reviewed and considered, among others, Mr Tan's contributions and performance as the Executive Chairman and Chief Executive Officer of the Company, and the diversity of the Board with regards to the objectives of the Board Diversity Policy of the Company. Mr Tan has abstained from making any recommendation and/or participating in any deliberation of the Board in respect of his own re-election as a Director of the Company.	The Board of Directors of the Company has accepted and approved the Nominating Committee's recommendation, who has reviewed and considered, among others, Mr Seah's contributions and performance as an Independent Director of the Company, and the diversity of the Board with regards to the objectives of the Board Diversity Policy of the Company. Mr Seah, being a member of the Nominating Committee, has abstained from making any recommendation and/or participating in any deliberation of the Nominating Committee and the Board in respect of the assessment of his own performance or re-election as a Director of the Company.
Whether appointment is executive, and if so, the area of responsibility	Executive. Mr Tan is responsible for providing the corporate direction and business strategy of the Group.	Non-Executive
Job title	Executive Chairman and Chief Executive Officer	Independent Director, Chairman of the Nominating Committee and the Remuneration Committee, as well as a member of the Audit Committee
Professional qualifications	– Bachelor of Accountancy from the National University of Singapore – Fellow Chartered Accountant of Singapore with the Institute of Singapore Chartered Accountants	– Master of Laws (Harvard) – Bachelor of Laws (Hons) (Singapore) – Advocate & Solicitor – Fellow & Principal Mediator, Singapore Mediation Centre

REPORT ON CORPORATE GOVERNANCE

Name of Director	**Mr Tan Tong Guan**	**Mr Kim Seah Teck Kim**
Working experience and occupation(s) during the past 10 years	February 2010 to Present: Executive Chairman and Chief Executive Officer of the Company February 1991 to Present: Executive Director of Tan Gee Beng Private Limited July 2003 to July 2016: Executive Chairman of Smartflex Technology Pte Ltd	2021 to 2025 (January): Incisive Law LLC, Director 2018 to 2025 (February): Incisive Law LLC, Consultant 1998 to 2018: A Ang Seah & Hoe, Partner
Shareholding interest in the listed issuer and its subsidiaries	Yes As at 30 March 2026: Direct interest – 1,726,501 ordinary shares of the Company Deemed interest – 40,000,331 ordinary shares of the Company	No
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Mr Tan is a shareholder of the Company, details as set out above. Mr Tan is the brother of Ms Tan Geok Moey, the Non-Executive Director of the Company. Mr Tan is also related to the other substantial shareholders of the Company, namely, Tan Gee Beng Private Limited, Ms Tan Geok Moey and Ms Tan Yoke Hong. Mr Tan is a director of Tan Gee Beng Private Limited, and the brother of Ms Tan Geok Moey and Ms Tan Yoke Hong. Mr Tan is a director of the Company's wholly-owned subsidiary, AVH Animal Ark Pte. Ltd..	Mr Seah is a director of the Company's wholly-owned subsidiary, AVH Animal Ark Pte. Ltd..
Conflict of interest (including any competing business)	Nil	Nil
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes

REPORT ON CORPORATE GOVERNANCE

Name of Director	Mr Tan Tong Guan	Mr Kim Seah Teck Kim
Other Principal Commitments Including Directorships	***Past (for the last 5 years)*** Directorships – Teck Gee Investments (International) Pte Ltd – Sing Holdings Limited Other Principal Commitments Nil ***Present*** Directorships – Tan Gee Beng Private Limited – TGB Properties Pte. Ltd. – Perusahaan TGB Sdn Bhd – Centrepoint Tiara (M) Sdn Bhd – TGB Properties (NZ) Pte. Ltd. – Cosmos Investment Pte Ltd – Tan Gee Beng (Hong Kong) Limited – Suzhou Hongchang Packing – Red Blue Development Sdn Bhd – Ningbo Shino Cosmetic Cotton Co. Ltd – D.E. Cosmetics Ningbo Co. Ltd – Wellington First Properties (NZ) Pte. Ltd. – AVH Animal Ark Pte. Ltd. Other Principal Commitments Nil	***Past (for the last 5 years)*** Directorships – Incisive Law LLC Other Principal Commitments Nil ***Present*** Directorships – The Anglo-Chinese Schools Foundation Limited – Camelot Trustees Limited – ACS (International) Singapore – Oldham Enterprise Pte Ltd – AVH Animal Ark Pte. Ltd. Other Principal Commitments – The Association of Banks in Singapore (Legal Adviser) – Paris-based International Chamber of Commerce Banking Commission (Member) – ICC DOCDEX panel (Appointed Expert) – Singapore Mediation Centre (Fellow Member) – Patron Dispute Committee of the Gambling Regulatory Authority, Singapore (Chairman) – Disciplinary Panels of - (i) the Law Society of Singapore (Member) (ii) Singapore Medical Council (Member) (iii) Singapore Pharmacy Council (Member)
Information required under items (a) to (k) of Appendix 7F of the Catalist Rules	There is no change to the responses previously disclosed by Mr Tan under items (a) to (k) of Appendix 7F of the Catalist Rules which were all "No". The Appendix 7F information in respect of Mr Tan's re-election as Director was last announced in the Company's annual report for the financial year ended 31 December 2023.	There is no change to the responses previously disclosed by Mr Seah under items (a) to (k) of Appendix 7F of the Catalist Rules which were all "No". The Appendix 7F information in respect of Mr Seah's re-election as Director was last announced in the Company's annual report for the financial year ended 31 December 2023.

DIRECTORS' STATEMENT

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of Asia Vets Holdings Ltd. (the "Company") and its subsidiary (collectively, the "Group") and the balance sheet and statement of changes in equity of the Company for the financial year ended 31 December 2025.

Opinion of the directors

In the opinion of the directors,

(a) the consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the year ended on that date; and

(b) at the date of this statement there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

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

Tan Tong Guan
Tan Geok Moey
Kim Seah Teck Kim
Henry Tan Song Kok

Arrangements to enable directors to acquire shares and debentures

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

DIRECTORS' STATEMENT

Directors' interests in shares and debentures

The following directors, who held office at the end of the financial year, had, according to the register of directors' shareholdings, required to be kept under Section 164 of the Singapore Companies Act 1967 an interest in shares of the Company and related corporations (other than wholly owned subsidiary) as stated below:

	Number of ordinary shares			
	Direct interest		Deemed interest	
Name of directors	**At the beginning of financial year or date of appointment**	**At the end of financial year**	**At the beginning of financial year or date of appointment**	**At the end of financial year**
The Company				
Tan Tong Guan[1]	1,726,501	1,726,501	57,539,331	57,539,331
Tan Geok Moey[1]	–	–	57,539,331	57,539,331
Ultimate holding company				
Tan Gee Beng Pte. Ltd.				
Tan Tong Guan[2]	14,038	14,038	7,333	7,333
Tan Geok Moey	11,746	11,746	–	–

(1) Tan Tong Guan and Tan Geok Moey are deemed to have an interest in the shares held by Tan Gee Beng Pte. Ltd. by virtue of Section 7 of the Companies Act 1967.

(2) Tan Tong Guan is deemed to have an interest in the 7,333 shares held by his spouse.

There was no change in any of the above-mentioned interests in the Company between the end of the financial year and 21 January 2026.

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

Audit committee

The audit committee ("AC") carried out its functions in accordance with Singapore Companies Act 1967.

The AC, having reviewed all non-audit services provided by the external auditor to the Company, is satisfied that the nature and extent of such services would not affect the independence of external auditor. The AC has also conducted a review of interested person transactions.

The AC convened two meetings during the year with full attendance from all members. The AC has also met with external auditor, without the presence of the Company's management, at least once a year.

Further details regarding the AC are disclosed in the Report on Corporate Governance.

DIRECTORS' STATEMENT

Options

No options were granted during the financial year to subscribe for unissued shares of the Company.

No shares were issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company.

There were no unissued shares of the Company under option at the end of the financial year.

Auditor

Ernst & Young LLP have expressed their willingness to accept re-appointment as auditor.

On behalf of the board of directors:

Tan Tong Guan
Director

Henry Tan Song Kok
Director

Singapore

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ASIA VETS HOLDINGS LTD.
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Asia Vets Holdings Ltd. (the "Company") and its subsidiary (collectively, the "Group"), which comprise the balance sheets of the Group and the Company as at 31 December 2025, the statements of changes in equity of the Group and the Company, the consolidated statement of comprehensive income and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including material accounting policy information.

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

Basis for opinion

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

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

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ASIA VETS HOLDINGS LTD.
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Key Audit Matters (Continued)

Impairment assessment of goodwill and cost of investment in a subsidiary

As at 31 December 2025, goodwill is carried at $1,304,846 and represents 13% of the Group's total assets. The goodwill arose from the acquisition of the entire issued share capital of AVH Animal Ark Pte. Ltd. (the "subsidiary") and has been allocated to the Group's veterinarian business cash generating unit ("CGU"). In the Company's balance sheet as at 31 December 2025, the Company's cost of investment in the subsidiary is carried at $nil.

As part of the annual impairment assessment of goodwill, management has determined the recoverable amount of the CGU by estimating value in use based on cash flow projections of the CGU's business. Management has also identified indicators of impairment in respect to the Company's cost of investment in the subsidiary, which led to the determination of the subsidiary's recoverable amount that is based on the CGU's value in use adjusted to arrive at a measurement consistent with the equity nature of the investment in the subsidiary. Due to the significance of judgement exercised in identifying indicators of impairment, forecasting and discounting future cash flows, the heighted level of estimation uncertainty associated with current economic conditions, we have considered the impairment assessment of goodwill and the cost of investment in the subsidiary to be a key audit matter.

We have performed the following audit procedures, amongst others, in response to the above-mentioned key audit matter:

– reviewed management's assessment of impairment of goodwill;

– reviewed management's assessment of whether there is any indication that the cost of investment in the subsidiary may be impaired from both internal and external sources of information and evaluated the relevant indicators of impairment identified by management;

– assessed the valuation methodology used by management in estimating the value in use and evaluated the key assumptions and estimates used by management in forecasting and discounting future cash flows, such as revenue growth rates, budgeted gross margin, terminal growth rate, and post-tax discount rates based on our understanding of the business, making comparison to available economic and financial data;

– considered the robustness of management's budgeting process by comparing the actual financial performance against previously forecasted results;

– involved our internal valuation specialists to assess the reasonableness of certain key assumptions such as discount rate and long-term growth rate;

– performed sensitivity analysis on reasonably possible changes in the respective key assumptions to changes in the recoverable amount of the CGU;

– evaluated the appropriateness of the adjustments made to the CGU's value in use to arrive at an estimate of the recoverable amount; and

– reviewed the adequacy of the disclosures on the impairment assessment in Note 10 and Note 12 of the financial statements.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ASIA VETS HOLDINGS LTD.
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Key Audit Matters (Continued)

Estimation of expected credit losses relating to the Company's loans due from a subsidiary

For the financial year ended 31 December 2025, the Company has provided an additional allowance for expected credit losses of $4,146,906. As a result, the loans due from a subsidiary was fully impaired as at 31 December 2025.

Management has performed an expected credit losses assessment of the loans due from a subsidiary based on the subsidiary's future cash flow projections and ability to repay the loans.

Due to the significance of judgement exercised in identifying any significant increase in credit risks since initial recognition and/or events of default, estimating the probability of any losses from possible future default, associated forward looking adjustment, and the heighted level of estimation uncertainty associated with current economic conditions, we have considered the estimation of the expected credit losses arising from the loans due from a subsidiary to be a key audit matter.

We have performed the following audit procedures, amongst others, in response to the above-mentioned key audit matter:

– reviewed management's process of monitoring collectibility and credit risks (including any significant increase in credit risks) relating to the Company's loans due from a subsidiary, which includes but is not limited to the review of the subsidiary's business performance, historical and future cash flows generating ability of the subsidiary, and repayments made during the year and up till the date of the financial statements;

– evaluated management assessment of expected credit losses relating to the loans due from a subsidiary that takes into account any significant increase in credit risk since initial recognition, the expected timing and extent of repayment, and reviewed management's assumptions (exclude terminal value) in the forecast of the subsidiary's future cash flows; and

– assessed the adequacy of the Company's disclosures on the loans due from a subsidiary and related credit risk information in Note 22(a) to the financial statements.

Other Information

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

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

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

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ASIA VETS HOLDINGS LTD.
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Responsibilities of Management and Directors for the Financial Statements

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ASIA VETS HOLDINGS LTD.
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

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

Report on Other Legal and Regulatory Requirements

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

The engagement partner on the audit resulting in this independent auditor's report is Teo Li Ling.

Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group 2025 $	Group 2024 $
Revenue	4	**2,320,411**	2,521,438
Cost of sales		**(1,721,061)**	(1,827,588)
Gross profit		**599,350**	693,850
Other operating income	5	**247,412**	402,476
Administrative expenses		**(1,600,331)**	(1,661,388)
Other expenses	6	**(5,700,000)**	(1,400,000)
Finance expenses		**(15,776)**	(10,903)
Loss before tax	7	**(6,469,345)**	(1,975,965)
Income tax	8	**–**	–
Loss for the year, representing total comprehensive income attributable to owners of the Group		**(6,469,345)**	(1,975,965)
Loss per share (in $ cents)			
Basic	11	**(4.43)**	(1.35)
Diluted	11	**(4.43)**	(1.35)

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

BALANCE SHEETS

AS AT 31 DECEMBER 2025

	Note	Group 2025 $	Group 2024 $	Company 2025 $	Company 2024 $
Non-current assets					
Plant and equipment	9	**435,998**	527,537	**–**	–
Right-of-use assets	21	**269,143**	500,446	**–**	–
Investment in a subsidiary	10	**–**	–	**–**	471,040
Goodwill	12	**1,304,846**	7,004,846	**–**	–
Loans due from a subsidiary	13	**–**	–	**–**	3,840,652
		2,009,987	8,032,829	**–**	4,311,692
Current assets					
Inventories	14	**87,225**	82,587	**–**	–
Trade and other receivables	15	**111,999**	717,491	**12,591**	2,034,452
Prepayment		**39,520**	31,830	**9,267**	3,400
Cash and cash equivalents	16	**7,859,931**	8,101,284	**7,699,250**	7,903,522
		8,098,675	8,933,192	**7,721,108**	9,941,374
Total assets		**10,108,662**	16,966,021	**7,721,108**	14,253,066
Current liabilities					
Trade payables	17	**27,530**	47,815	**–**	–
Other payables and accruals	18	**393,122**	519,395	**144,970**	209,433
Lease liabilities	21	**187,329**	287,971	**–**	–
		607,981	855,181	**144,970**	209,433
Net current assets		**7,490,694**	8,078,011	**7,576,138**	9,731,941
Non-current liabilities					
Lease liabilities	21	**98,299**	239,113	**–**	–
Total liabilities		**706,280**	1,094,294	**144,970**	209,433
Net assets		**9,402,382**	15,871,727	**7,576,138**	14,043,633
Equity attributable to equity holders of the Company					
Share capital	19(a)	**21,333,219**	21,333,219	**21,333,219**	21,333,219
Capital reserve	19(b)	**227,730**	227,730	**227,730**	227,730
Revenue reserve		**(12,158,567)**	(5,689,222)	**(13,984,811)**	(7,517,316)
Total equity		**9,402,382**	15,871,727	**7,576,138**	14,043,633
Total equity and liabilities		**10,108,662**	16,966,021	**7,721,108**	14,253,066

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Share capital (Note 19a) $	Capital reserve (Note 19b) $	Revenue reserve $	Total equity $
Group				
Balance at 1 January 2024	21,333,219	227,730	(3,713,257)	17,847,692
Loss for the year, representing total comprehensive income for the year	–	–	(1,975,965)	(1,975,965)
Total comprehensive income for the year	–	–	(1,975,965)	(1,975,965)
Balance at 31 December 2024 and 1 January 2025	21,333,219	227,730	(5,689,222)	15,871,727
Loss for the year, representing total comprehensive income for the year	–	–	(6,469,345)	(6,469,345)
Total comprehensive income for the year	–	–	(6,469,345)	(6,469,345)
Balance at 31 December 2025	**21,333,219**	**227,730**	**(12,158,567)**	**9,402,382**

	Share capital (Note 19a) $	Capital reserve (Note 19b) $	Revenue reserve $	Total equity $
Company				
Balance at 1 January 2024	21,333,219	227,730	(3,819,930)	17,741,019
Loss for the year, representing total comprehensive income for the year	–	–	(3,697,386)	(3,697,386)
Total comprehensive income for the year	–	–	(3,697,386)	(3,697,386)
Balance at 31 December 2024 and 1 January 2025	21,333,219	227,730	(7,517,316)	14,043,633
Loss for the year, representing total comprehensive income for the year	–	–	(6,467,495)	(6,467,495)
Total comprehensive income for the year	–	–	(6,467,495)	(6,467,495)
Balance at 31 December 2025	**21,333,219**	**227,730**	**(13,984,811)**	**7,576,138**

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

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group 2025 $	2024 $
Cash flows from operating activities			
Loss before tax		**(6,469,345)**	(1,975,965)
Adjustments for:			
Depreciation of plant and equipment	9	**101,671**	58,864
Depreciation of right-of-use assets	21	**286,755**	277,079
Loss on disposal of plant and equipment	7	**711**	13,642
Allowance for goodwill impairment loss	6	**5,700,000**	1,400,000
Government grants		**(32,312)**	(18,254)
Interest income	5	**(190,250)**	(311,162)
Interest expenses		**15,776**	10,903
Unrealised exchange loss/(gain)		**824**	(471)
Operating cash flows before working capital changes		**(586,170)**	(545,364)
(Increase)/decrease in inventories		**(4,638)**	19,821
Decrease in trade and other receivables		**567,794**	146,293
Increase in prepayments		**(7,690)**	(4,653)
Decrease in trade and other payables		**(146,558)**	(15,408)
Cash used in operations		**(177,262)**	(399,311)
Interest received		**260,260**	228,561
Net cash flows generated from/(used in) operating activities		**82,998**	(170,750)
Cash flows from investing activity			
Purchase of plant and equipment		**(10,843)**	(469,169)
Net cash flows used in investing activity		**(10,843)**	(469,169)
Cash flows from financing activities			
Payment of principal portion of lease liabilities	21	**(296,908)**	(258,543)
Interest paid		**(15,776)**	(10,903)
Net cash flows used in financing activities		**(312,684)**	(269,446)
Net decrease in cash and cash equivalents		**(240,529)**	(909,365)
Cash and cash equivalents at beginning of year		**8,101,284**	9,010,178
Effect of exchange rate changes on cash and cash equivalent		**(824)**	471
Cash and cash equivalents at end of year	16	**7,859,931**	8,101,284

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

1. CORPORATE INFORMATION

Asia Vets Holdings Ltd. (the "Company") is a limited liability company incorporated and domiciled in Singapore and is listed on the Singapore Exchange Securities Trading Limited (SGX-ST). The Company is considered to be de facto a subsidiary of Tan Gee Beng Pte. Ltd. In this connection, the immediate and ultimate holding company of the Company is Tan Gee Beng Pte. Ltd., which is incorporated in Singapore.

The registered office and principal place of business of the Company is located at 95 Amoy Street, Singapore 069915.

The principal activity of the Company is investment holding. The principal activities of the subsidiary are disclosed in Note 10 to the financial statements.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

The consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company have been drawn up in accordance with Singapore Financial Reporting Standards (International) ("SFRS(I)"). The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars ("SGD" or "$"), which is the Group's functional currency except when otherwise indicated.

The financial statements of the Group have been prepared on the basis that it will continue to operate as a going concern.

2.2 Adoption of new and amended standards

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and amended standards which are relevant to the Group and effective for annual financial periods beginning on or after 1 January 2025. The adoption of these standards did not have any material effect on the financial performance or position of the Group and the Company.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.3 Standards issued but not yet effective

The Group has not adopted the following standards applicable to the Group that have been issued but not yet effective:

Description	**Effective for annual periods beginning on or after**
Amendments to SFRS(I) 9 *Financial Instruments* and SFRS(I) 7 *Financial Instruments: Disclosures*: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvement to SFRS(I)s – Volume 11	1 January 2026
Amendments to SFRS(I) 9 *Financial Instruments* and SFRS(I) 7 *Financial Instruments: Disclosures*: Contracts Referencing Nature-dependent Electricity	1 January 2026
SFRS(I) 18 *Presentation and Disclosure in Financial Statements*	1 January 2027
SFRS(I) 19 *Subsidiaries and Small Entities without Public Accountability*	1 January 2027
Amendments to SFRS(I) 10 *Consolidated Financial Statements* and SFRS(I) 1-28 *Investments in Associates and Joint Ventures*: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be determined

<u>SFRS(I) 18 Presentation and Disclosures in Financial Statements</u>

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

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

In addition, narrow-scope amendments have been made to SFRS(I) 1-7 *Statement of Cash Flows*, which include changing the starting point for determining cash flows from operations under the indirect method, from "profit or loss" to "operating profit or loss" and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

SFRS(I) 18, and the amendments to other standards, is effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. SFRS(I) 18 will apply retrospectively.

The amendments will have impact on the disclosure in the financial statements but not on the measurement or recognition of items in the Group's financial statements. The Group is in the process of analysing the new disclosure requirements and to assess if changes are required.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.4 Basis of consolidation and business combinations

(a) *Basis of consolidation*

The consolidated financial statements comprise the financial statements of the Company and its subsidiary as at the end of the reporting period. The financial statements of the subsidiary used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

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

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

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.

(b) *Business combinations and goodwill*

Business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is an asset or liability are recognised in profit or loss.

Non-controlling interest in the acquiree (if any), that are present ownership interests and entitle their holders to a proportionate share of net assets of the acquiree are recognised on the acquisition date at either fair value, or the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in profit or loss on the acquisition date.

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to the Group's cash-generating unit ("CGU") that is expected to benefit from the synergies of the combination.

The CGU to which goodwill has been allocated is tested for impairment annually and whenever there is an indication that the CGU may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each CGU to which the goodwill relates.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.5 Foreign currency

The financial statements are presented in Singapore Dollars, which is also the Company and its subsidiary's functional currency.

Transactions and balances

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

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

2.6 Plant and equipment

All items of plant and equipment are initially recorded at cost. Subsequent to recognition, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Veterinary and medical equipment	–	7 years
Office and other equipment	–	7 years
Computer and software	–	3 years
Furniture and fixtures	–	7 years
Renovation	–	5 years

The carrying values of plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

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

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

2.7 Subsidiary

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

In the Company's separate financial statements, investment in subsidiary is accounted for at cost less impairment losses.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.8 Impairment of non-financial assets

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

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

Impairment losses are recognised in profit or loss.

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

2.9 *Financial instruments*

(a) *Financial assets*

Initial recognition and measurement

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

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

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The financial assets of the Group are measured at amortised cost.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through amortisation process.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.9 Financial instruments (Continued)

(a) *Financial assets (Continued)*

De-recognition

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

(b) *Financial liabilities*

Initial recognition and measurement

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

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, net of directly attributable transaction costs.

Subsequent measurement

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

De-recognition

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

2.10 Impairment of financial assets

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

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.10 Impairment of financial assets (Continued)

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

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

2.11 Cash and cash equivalents

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

2.12 Inventories

Inventories are stated at the lower of cost and net realisable value. Costs incurred in bringing the inventories to their present location and condition are accounted for as follows:

– Veterinarian supplies: purchase costs on a weighted average basis.

Where necessary, allowance is provided for damaged, obsolete and slow-moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

2.13 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.14 Employees benefits

(a) *Defined contribution plan*

The Group makes contributions to the Central Provident Fund ("CPF") scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(b) *Employee leave entitlement*

Employee entitlements to annual leave are recognised as a liability when they are accrued to employees. The estimated liability for leave is recognised for services rendered by employees up to the end of the reporting period.

2.15 Revenue

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) *Veterinary services*

The Group provides veterinary treatments to various kind of pets which include consultation, surgery and procedures.

Revenue from the rendering of services is recognised when the services are rendered to the customer at a point in time upon the completion of the services.

(b) *Sales of veterinary medicines and products*

Revenue from sale of veterinary medicines and products is recognised when control of the goods has been transferred to the customer at a point in time. Control is transferred upon the transfer of significant risk and rewards of ownership of the goods, which generally coincides with the delivery of goods.

The amount of revenue recognised is based on the transaction price, net of discount. The Group does not have variable considerations such as right of returns, refunds or volume rebates.

(c) *Interest income*

Interest income is recognised using the effective interest method.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.16 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the balance sheet and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments.

Where loans or similar assistance are provided by governments or related institutions with an interest rate below the current applicable market rate, the effect of this favourable interest is regarded as additional government grant.

When the grant relates to an expense item, it is recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate. Grants related to income may be presented as a credit in profit or loss, either separately or under a general heading such as "Other operating income". Alternatively, they are deducted in reporting the related expenses.

2.17 Taxes

(a) *Current income tax*

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

Current income taxes are recognised in profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretations and establishes provisions where appropriate.

(b) *Deferred tax*

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

Deferred tax liabilities are recognised for all temporary differences, except:

– Where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

– In respect of taxable temporary differences associated with investment in subsidiaries, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.17 Taxes (Continued)

(b) *Deferred tax (Continued)*

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

– Where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

– In respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

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

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

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

(c) *Goods and Services Tax (“GST”)*

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

– Where the GST incurred in a purchase of assets or services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and

– Receivables and payables that are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the balance sheets.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.18 Share capital and share issuance expenses

Proceeds from issuance of ordinary shares are recognised as share capital in equity. Incremental costs directly attributable to the issuance of ordinary shares are deducted against share capital.

2.19 Segmental reporting

The Group operate in Singapore in one business segment, that of provision of veterinary services and sales of veterinary medicines and products to the customers in Singapore.

No geographical segment information has been prepared as the Group's assets and operations are all located in Singapore.

2.20 Contingencies

A contingent liability is:

(a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or

(b) a present obligation that arises from past events but is not recognised because:

  (i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or

  (ii) The amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the balance sheet of the Group.

2.21 Leases

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

(a) *As lessee*

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.21 Leases (Continued)

(a) *As lessee (Continued)*

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Properties – 1 to 3 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.8.

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

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

Short-term leases and leases of low-value assets

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

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

3.1 Judgements made in applying accounting policies

In the process of applying the Group's accounting policies, management is of the opinion that there is no instance of application of judgement which is expected to have a significant effect on the amounts recognised in the financial statements.

3.2 Key sources of estimation uncertainty

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

(a) *Impairment assessment of goodwill*

As disclosed in Note 12 to the financial statements, the recoverable amount of the CGU which goodwill has been allocated to is determined based on value in use calculation. The value in use calculation is based on a discounted cash flow model. The recoverable amount is sensitive to revenue growth rate, budgeted gross profit margin, terminal growth rate, and post-tax discount rate. The key assumptions applied in the determination of the value in use including a sensitivity analysis, are disclosed and further explained in Note 12 to the financial statements.

The carrying amount of the goodwill as at 31 December 2025 is disclosed in Note 12.

(b) *Impairment of investment in and loans to a subsidiary*

An impairment exists when the carrying value of an investment in a subsidiary exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next five years. The recoverable amount is sensitive to revenue growth rate, budgeted gross profit margin, terminal growth rate, and post-tax discount rate. The carrying amount of the investment as at 31 December 2025 is disclosed in Note 10.

The loans to a subsidiary are subject to expected credit loss ("ECL") assessment at year end. The assessment of the ECL takes into account any significant increase in credit risk since initial recognition, the expected timing, the extent of repayment including management's assumptions (exclude terminal value) in the forecast of the subsidiary's future cash flows. The information about the ECL on the loans due from a subsidiary is disclosed in Note 22(a).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4. REVENUE

This represents revenue from rendering of veterinary services and sales of veterinary medicines and products.

	Group	
	2025	**2024**
	$	**$**
Veterinary services	**1,186,886**	1,174,983
Sales of veterinary medicines and products	**1,133,525**	1,346,455
Total revenue recognised at point in time	**2,320,411**	2,521,438

The revenues are all generated from a single operating segment in Singapore.

5. OTHER OPERATING INCOME

	Group	
	2025	**2024**
	$	**$**
Interest income	**190,250**	311,162
Government grants	**57,092**	90,843
Miscellaneous income	**70**	–
Foreign exchange gain	**–**	471
	247,412	402,476

Government grants mainly relate to Progressive Wage Credit Scheme and Government-Paid Maternity Leave grants (2024: mainly relate to Progressive Wage Credit Scheme).

6. OTHER EXPENSES

	Group	
	2025	**2024**
	$	**$**
Allowance for goodwill impairment loss	**5,700,000**	1,400,000

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

7. LOSS BEFORE TAX

The following items have been included in arriving at loss before tax:

	Group	
	2025	**2024**
	$	**$**
Audit fees – auditor of the Company	**100,000**	94,000
Non-audit fees:		
(i) Audit-related services (ARS)		
– auditor of the Company	**6,500**	25,750
(ii) Non-ARS		
– auditor of the Company	**12,800**	12,800
Professional fees	**118,425**	142,266
Loss on disposal of plant and equipment	**711**	13,642
Depreciation of plant and equipment	**101,671**	58,864
Depreciation of right-of-use assets	**286,755**	277,079
Inventories recognised as an expense in cost of sales	**583,181**	696,566
Employee benefits expense:		
– Salaries and bonuses	**1,485,814**	1,501,723
– Directors' fees	**135,000**	240,300
– Employer's contributions to Central Provident Fund	**177,210**	160,274

The employee benefits expenses include key management personnel remuneration as shown in Note 20.

8. INCOME TAX

Relationship between tax credit and accounting loss

A reconciliation between the tax credit and the product of accounting loss multiplied by the applicable tax rate for the years ended 31 December are as follows:

	2025	**2024**
	$	**$**
Loss before tax	**(6,469,345)**	(1,975,965)
Income tax at statutory rate of 17% (2024: 17%)	**(1,099,789)**	(335,914)
Adjustments:		
Non-deductible expenses	**996,548**	250,409
Unrecognised deferred tax assets	**103,241**	85,505
Income tax recognised in profit or loss	**–**	–

No deferred tax asset has been recognised in the financial statements due to the uncertainty of future taxable profits to realise the tax benefits. The Group has approximately unrecognised tax losses of $1,470,000 (2024: $863,000) and capital allowances of $30,000 (2024: $30,000) at the balance sheet date which can be carried forward and used to offset against future taxable income subject to meeting certain statutory requirements. The tax losses and capital allowances have no expiry date.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

8. INCOME TAX (CONTINUED)

Relationship between tax credit and accounting loss (Continued)

For the year ended 31 December 2024, the subsidiary transferred unabsorbed tax losses to the Company under the group relief system.

A loss-transfer system of group relief (known as "group relief system") for companies was introduced in Singapore with effect from Year of Assessment 2003. Under the group relief system, a company belonging to a group may transfer its current year unabsorbed capital allowances, current year unabsorbed trade losses and current year unabsorbed donations (loss items) to another company belonging to the same group, to be deducted against the assessable income of the latter company.

9. PLANT AND EQUIPMENT

Group	Veterinary and medical equipment $	Office and other equipment $	Computer and software $	Furniture and fixtures $	Renovation $	Total $
Cost:						
At 1 January 2024	483,364	9,245	56,065	23,133	–	571,807
Additions	220,851	10,859	1,479	24,850	211,130	469,169
Disposals	(149,207)	–	(2,734)	(23,133)	–	(175,074)
At 31 December 2024 and 1 January 2025	555,008	20,104	54,810	24,850	211,130	865,902
Additions	7,936	1,868	1,039	–	–	10,843
Disposals	(3,329)	–	(1,535)	–	–	(4,864)
At 31 December 2025	**559,615**	**21,972**	**54,314**	**24,850**	**211,130**	**871,881**
Accumulated depreciation:						
At 1 January 2024	379,548	4,244	49,076	8,065	–	440,933
Charge for the year	37,934	1,709	5,539	3,125	10,557	58,864
Disposals	(148,397)	–	(2,732)	(10,303)	–	(161,432)
At 31 December 2024 and 1 January 2025	269,085	5,953	51,883	887	10,557	338,365
Charge for the year	51,034	2,708	2,153	3,550	42,226	101,671
Disposals	(2,618)	–	(1,535)	–	–	(4,153)
At 31 December 2025	**317,501**	**8,661**	**52,501**	**4,437**	**52,783**	**435,883**
Net carrying amount:						
At 31 December 2024	285,923	14,151	2,927	23,963	200,573	527,537
At 31 December 2025	**242,114**	**13,311**	**1,813**	**20,413**	**158,347**	**435,998**

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

10. INVESTMENT IN A SUBSIDIARY

	Company	
	2025	**2024**
	$	**$**
Shares, at cost	**100**	100
Investment in a subsidiary	**4,294,059**	4,294,059
Transaction cost relating to the acquisition	**1,925,881**	1,925,881
Allowance for impairment loss	**(6,220,040)**	(5,749,000)
	–	471,040

During the financial year, the Company carried out a review of the investment in subsidiary, having regard for indicators of impairment on investment in subsidiary based on the existing performance of the subsidiary. Following the review, an impairment loss of approximately $471,040 (2024: $2,600,000) was recognised for the cost of investment in the subsidiary for the current financial year.

The estimated recoverable amount of the investment in a subsidiary was determined from value-in-use calculations using management-approved discounted cash flow projections covering a period of five years and projected to terminal year. The key assumptions for these value-in-use calculations are those regarding the discount rates and revenue growth rates disclosed in Note 12.

Details of the Company's subsidiary at 31 December are as follows:

Name of subsidiary	Country of incorporation and principal place of business	Principal activities	2025 %	2024 %
Held by the Company				
AVH Animal Ark Pte. Ltd.[1]	Singapore	Own and operate veterinary clinics	**100%**	100%

[1] Audited by Ernst & Young LLP, Singapore

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

11. LOSS PER SHARE

Basic loss per share is calculated by dividing loss for the year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

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

	Group	
	2025	**2024**
Loss for the year attributable to owners of the Group used in the computation of basic and diluted loss per share ($)	**(6,469,345)**	(1,975,965)
Weighted average number of ordinary shares for basic loss per share computation ('000)	**146,146**	146,146
Loss per share (in $ cents)	**(4.43)**	(1.35)
Weighted average number of ordinary shares for diluted loss per share computation ('000)	**146,146**	146,146
Diluted loss per share (in $ cents)	**(4.43)**	(1.35)

12. GOODWILL

	Group	
	2025	**2024**
	$	**$**
Cost:		
At 1 January and 31 December	**8,404,846**	8,404,846
Accumulated impairment:		
At 1 January	**1,400,000**	–
Impairment charge	**5,700,000**	1,400,000
At 31 December	**7,100,000**	1,400,000
Net carrying amount:	**1,304,846**	7,004,846

Impairment testing of goodwill

Goodwill acquired from acquisition of AVH Animal Ark Pte. Ltd had been allocated to one CGU for impairment testing. The recoverable amount has been determined based on value in use calculation using cash flow projections based on financial budgets approved by management covering a five-year period. The post-tax discount rate applied to the cash flow projections and the forecasted growth rate used to extrapolate cash flow projections beyond five-year period are as follows:

	2025	**2024**
Revenue growth rate	**–9.0% to 3.0%**	2.6% – 18.5%
Terminal growth rate	**1.9%**	1.9%
Budgeted gross profit margin	**32.1%**	33.1% – 40.0%
Post-tax discount rate	**10.0%**	10.0%

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

12. GOODWILL (CONTINUED)

Impairment testing of goodwill (Continued)

Key assumptions used in the value in use calculations

The calculations of value in use are most sensitive to the following assumptions:

Revenue growth rate – The forecasted growth rates are based on management's expectations with reference to the historical trends and future operational changes.

Terminal growth rate – Management estimates terminal growth rate reflects current market assessment of the time value of money and the risks specific to the CGUs.

Budgeted gross profit margin – Gross margin of 32.1% is applied for based on historical gross profit margins.

Post-tax discount rate – Discount rates represent the current market assessment of the risks specific to the CGU, regarding the time value of money and individual risks of the underlying assets which have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Group and derived from its weighted average cost of capital ("WACC"). The WACC takes into account both debt and equity. The cost of equity is derived from the expected return on investment by the Group's investors. The cost of debt is based on the interest-bearing borrowings the Group is obliged to service. Segment-specific risk is incorporated by applying individual beta factors. The beta factors are evaluated annually based on publicly available market data.

Sensitivity to changes in assumptions

With regards to the assessment of value in use for the veterinary business, any adverse change in the key assumptions may result in further impairment loss in goodwill.

The financial impacts on the profit and loss as a result of the changes in key assumptions are disclosed below:

Key assumptions	Range	Sensitivity of the input to recoverable amount
Revenue growth rate	Number of veterinarians decreased by 1	Additional impairment of approximately $867,000.
Budgeted gross profit margin	Decreased by 0.5%	Additional impairment of approximately $115,000.
Terminal growth rate	Decreased by 0.5%	Additional impairment of approximately $63,000.
Post-tax discount rate	Increased by 0.5%	Additional impairment of approximately $80,000.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

13. LOANS DUE FROM A SUBSIDIARY

	Company	
	2025	2024
	$	$
Non-current:		
Loans due from subsidiary at cost[1]	**5,932,906**	5,626,652
Allowance for expected credit losses	**(5,932,906)**	(1,786,000)
	–	3,840,652

[1] The loans due from subsidiary are unsecured, interest-free and repayable in August 2023 and March 2026. In February 2022, the Board approved the extension of the repayment dates to December 2030 and December 2031, respectively. All amounts are expected to be settled in cash.

Expected credit losses

The movement in allowance for expected credit losses of loans due from subsidiary computed based on three-stage ECL model are as follows:

	Company	
	2025	2024
	$	$
Movement in allowance accounts:		
Balance as at 1 January	**1,786,000**	517,000
Charge for the year	**4,146,906**	1,269,000
Balance as at 31 December	**5,932,906**	1,786,000

Details on the expected credit losses are disclosed in Note 22(a)(iii).

14. INVENTORIES

	Group		Company	
	2025	2024	2025	2024
	$	$	$	$
Balance sheets				
Veterinarian supplies	**87,225**	82,587	**–**	–
Consolidated statement of comprehensive income				
Inventories recognised as an expense in cost of sales	**583,181**	696,566	**–**	–

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

15. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025	**2024**	**2025**	**2024**
	$	**$**	**$**	**$**
Trade receivables	**1,811**	5,819	**–**	–
Interest receivable	**12,591**	82,601	**12,591**	82,601
Grant receivables	**32,312**	18,254	**–**	–
Sundry deposits	**64,964**	64,364	**–**	–
Other receivables				
– Third parties	**321**	546,453	**–**	546,452
– Subsidiary	**–**	–	**2,109,346**	1,475,399
Less: Allowance for expected credit losses	**–**	–	**(2,109,346)**	(70,000)
Total trade and other receivables	**111,999**	717,491	**12,591**	2,034,452
Add:				
Cash and cash equivalents (Note 16)	**7,859,931**	8,101,284	**7,699,250**	7,903,522
Loans due from a subsidiary (Note 13)	**–**	–	**–**	3,840,652
Total financial assets carried at amortised cost	**7,971,930**	8,818,775	**7,711,841**	13,778,626

Trade receivables

Trade receivables are unsecured, non-interest bearing and are normally settled on 90 days' terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Sundry deposits

Sundry deposits mainly relate to rental deposits paid for the office and veterinary clinics.

Grant receivables

Grant receivables mainly relate to Progressive Wage Credit Scheme and Government-Paid Maternity Leave receivable from the government.

Other receivables

As at 31 December 2024, other receivables from third parties relate to the professional fees incurred for the proposed acquisition of the entire issued and paid-up share capital in AlDigi Holdings Pte. Ltd. from RHT AlDigi Financial Holdings Pte. Ltd. The conditional sale and purchase agreement and supplemental agreements in relation to the proposed acquisition have lapsed in June 2024. The outstanding amount has been fully received as at 31 December 2025.

Other receivables from subsidiary are unsecured, non-interest bearing and repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

15. TRADE AND OTHER RECEIVABLES (CONTINUED)

Expected credit losses

The movement in allowance for expected credit losses of other receivables from subsidiary computed based on three-stage ECL model are as follows:

	Company	
	2025 $	2024 $
Movement in allowance accounts:		
Balance as at 1 January	**70,000**	–
Charge for the year	**2,039,346**	70,000
Balance as at 31 December	**2,109,346**	70,000

16. CASH AND CASH EQUIVALENTS

	Group		Company	
	2025 $	2024 $	2025 $	2024 $
Cash at banks and on hand	**331,274**	924,666	**170,593**	726,904
Fixed deposits with banks	**7,528,657**	7,176,618	**7,528,657**	7,176,618
Cash and cash equivalents	**7,859,931**	8,101,284	**7,699,250**	7,903,522
Cash and cash equivalents in statement of cash flows	**7,859,931**	8,101,284	**7,699,250**	7,903,522

Cash at banks

Cash at banks earns interest at floating rates based on daily bank deposit rates.

Fixed deposits with banks

Fixed deposits with banks are made for varying periods of between one and three months, depending on the immediate cash requirements of the Group, and earn interests at the respective short-term deposit rates. The weighted average effective interest rates for the financial year 31 December 2025 for the Group was 1.54% (2024: 3.12%).

Included in cash and cash equivalents at 31 December are the following foreign currency denominated balances:

	Group		Company	
	2025 $	2024 $	2025 $	2024 $
United States Dollar	**12,872**	13,695	**12,872**	13,695

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

17. TRADE PAYABLES

	Group		Company	
	2025	**2024**	**2025**	**2024**
	$	**$**	**$**	**$**
Trade payables	**27,530**	47,815	**–**	–

Trade payables are non-interest bearing and are normally settled between 1 and 30 days' terms.

18. OTHER PAYABLES AND ACCRUALS

	Group		Company	
	2025	**2024**	**2025**	**2024**
	$	**$**	**$**	**$**
Accrued operating expenses	**344,149**	495,929	**137,980**	209,433
Other payables	**13,887**	3,230	**6,990**	–
GST payables, net	**35,086**	20,236	**–**	–
Other payables and accruals	**393,122**	519,395	**144,970**	209,433
Less: GST payables, net	**(35,086)**	(20,236)	**–**	–
Add:				
Trade payables (Note 17)	**27,530**	47,815	**–**	–
Lease liabilities (Note 21)	**285,628**	527,084	**–**	–
Total financial liabilities carried at amortised cost	**671,194**	1,074,058	**144,970**	209,433

<u>Accrued operating expenses</u>

Accrued operating expenses relates to accrued employees benefits and professional fees to third parties.

<u>Other payables</u>

Other payables are non-interest bearing and are normally settled between 1 and 60 days' term.

19. SHARE CAPITAL AND RESERVES

(a) Share capital

	2025		2024	
	No. of shares		**No. of shares**	
	'000	**$**	**'000**	**$**
At 1 January, 31 December	**146,146**	21,333,219	**146,146**	21,333,219

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

(b) Capital reserve

Capital reserve represents the value ascribed to the bonus issue warrants and will be transferred to the share capital account when the bonus issue warrants are exercised. The balance as at year end is net of subscription fee and issuance expenses. The bonus issue warrants expired on 30 June 2020 and were not exercised.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

20. RELATED PARTY TRANSACTIONS

	Group		Company	
	2025	2024	2025	2024
	$	$	$	$
Compensation of key management personnel				
Short-term employee benefits	**591,694**	632,433	**–**	–
Central Provident Fund contributions	**41,788**	43,258	**–**	–
Directors' fees	**135,000**	240,300	**88,000**	156,400
	768,482	915,991	**88,000**	156,400
Comprise amounts paid to:				
Directors	**460,722**	584,652	**88,000**	156,400
Other key management personnel	**307,760**	331,339	**–**	–
	768,482	915,991	**88,000**	156,400

21. RIGHT-OF-USE ASSETS/LEASE LIABILITIES

Group as a lessee

The Group has lease contracts for its office and veterinary clinics. These leases have an average tenure of between one to three years. There are no restrictions placed upon the Group by entering into these leases.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the period:

	Properties
	$
Cost:	
At 1 January 2024	513,790
Additions	635,164
Disposals	(503,611)
At 31 December 2024 and 1 January 2025	645,343
Additions	55,452
Disposals	(55,452)
At 31 December 2025	**645,343**
Accumulated depreciation:	
At 1 January 2024	371,429
Charge for the year	277,079
Disposal	(503,611)
At 31 December 2024 and 1 January 2025	144,897
Charge for the year	286,755
Disposal	(55,452)
At 31 December 2025	**376,200**
Net carrying amount:	
At 31 December 2024	500,446
At 31 December 2025	**269,143**

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

21. RIGHT-OF-USE ASSETS/LEASE LIABILITIES (CONTINUED)

Group as a lessee (Continued)

Set out below are the carrying amounts of lease liabilities, movements during the period and reconciliation of liability arising from the Group's financing activity:

	2025 $	2024 $
At 1 January	**527,084**	150,463
Additions	**55,452**	635,164
Accretion of interest	**15,776**	10,903
Payments		
– Principal	**(296,908)**	(258,543)
– Interest	**(15,776)**	(10,903)
	(312,684)	(269,446)
At 31 December	**285,628**	527,084
Current	**187,329**	287,971
Non-current	**98,299**	239,113
	285,628	527,084

The following are the amounts recognised in profit or loss:

	2025 $	2024 $
Depreciation expense of right-of-use assets	**286,755**	277,079
Interest expense on lease liabilities	**15,776**	10,903
	302,531	287,982

The Group had total cash outflow for leases of $312,684 (2024: $269,446) in 2025.

The Group has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leases portfolio and align with the Group's business needs. Management exercises significant judgement in determining whether these extension and termination options are reasonably certain to be exercised.

22. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk, interest rate risk and liquidity risk. The management reviews and agrees policies and procedures for managing each of these risks. It is, and has been throughout the period under review, the Group and the Company's policy that no trading in derivative financial instruments shall be undertaken. The Group does not apply hedge accounting.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

22. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) *Credit risk*

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

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. In addition, receivable balances are monitored on an ongoing basis by the Group.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Group has determined the default event on a financial asset to be when the counterparty fails to make contractual payments, within 30 days' when they fall due, which are derived based on the Group's historical information. A significant increase in credit risk is presumed if a debtor is more than 30 days' past due in making contractual payment.

The Group categorises a loan or receivable for potential write-off when a debtor fails to make contractual payments more than 90 days' past due. Financial assets are written-off when there is no reasonable expectation of recovery, such as a debtor failing to engagement in a repayment plan with the Group. Where loans and receivables have been written off, the Company continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

(i) Trade receivables

The Group provides for lifetime expected credit losses for all trade receivables using a provision matrix. The provision rates are determined based on the Group's historical observed default rates analysed in accordance to years past due. The loss allowance as at 31 December 2025 and 31 December 2024 are determined as follows, the expected credit losses below also incorporate forward looking information such as forecast of economic conditions where the gross domestic product will deteriorate over the next year, leading to an increased number of defaults.

Summarised below is the information about the credit risk exposure on the Group's trade receivables using provision matrix:

	2025		**2024**	
	Gross carrying amount $	**Loss allowance provision $**	**Gross carrying amount $**	**Loss allowance provision $**
Trade receivables				
Current	**1,811**	**–**	3,350	–
1 to 30 days	**–**	**–**	839	–
31 to 60 days	**–**	**–**	1,630	–
Total	**1,811**	**–**	5,819	–

Based on the expected credit loss assessment, there is no loss allowance provision for trade receivables as at 31 December 2025 and 31 December 2024.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

22. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) *Credit risk (Continued)*

(ii) Other receivables

	Group		Company	
	2025	**2024**	**2025**	**2024**
	$	**$**	**$**	**$**
Gross carrying amount				
– Third parties	**321**	546,453	**–**	546,452
– Subsidiary	**–**	–	**2,109,346**	1,475,399
Allowance for expected credit losses	**–**	–	**(2,109,346)**	(70,000)
Net carrying amount	**321**	546,453	**–**	1,951,851

The Group and the Company measured the allowance for ECL in accordance with three-stage ECL model. The ECL is measured based on the loss when default considering the probability of default. Following the review, the Company has recognised an ECL allowance of $2,039,346 (2024: $70,000) in 2025.

(iii) Loans due from a subsidiary

	Company	
	2025	**2024**
	$	**$**
Loans due from a subsidiary		
Gross carrying amount	**5,932,906**	5,626,652
Allowance from expected credit losses	**(5,932,906)**	(1,786,000)
Net carrying amount	**–**	3,840,652

The Company measured the allowance for ECL in accordance with three-stage ECL model. The Company considers the financial ability of the subsidiary to make those payment. Following the review, the Company has recognised an additional ECL allowance of $4,146,906 (2024: $1,269,000) in 2025.

Exposure to credit risk

At the end of the reporting period, the Group's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised on the balance sheets.

The Group has no significant concentrations of credit risk.

The Group's major class of financial assets is cash and cash equivalents.

Cash and cash equivalents are mainly deposits placed with reputable banks with high credit-ratings and subject to immaterial loss.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

22. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(b) *Interest rate risk*

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates. The Group's and the Company's exposure to interest rate risk arises primarily from their interest-bearing bank deposits.

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity of interest rates by 50 (2024: 50) basis points lower/higher with all other variables held constant on the Group's profit before tax as a result of change in interest rates on floating rate bank balances.

	Increase/(decrease) Profit before tax	
	2025	**2024**
	$	**$**
Increase by 50 basis points (2024: 50 basis points)	**37,643**	35,883
Decrease by 50 basis points (2024: 50 basis points)	**(37,643)**	(35,883)

(c) *Liquidity risk*

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group and Company's objective is to maintain a balance between continuity of funding through the use of working capital.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's financial assets and liabilities at the end of the reporting period based on contractual undiscounted repayments obligations.

	2025			
	Carrying amount	**Contractual cash flows**	**One year or less**	**More than one year**
	$	**$**	**$**	**$**
Group				
Financial assets:				
Trade and other receivables	**111,999**	**111,999**	**111,999**	**–**
Cash and cash equivalents	**7,859,931**	**7,863,642**	**7,863,642**	**–**
Total undiscounted financial assets	**7,971,930**	**7,975,641**	**7,975,641**	**–**
Financial liabilities:				
Trade payables	**27,530**	**27,530**	**27,530**	**–**
Other payables and accruals (exclude GST payable, net)	**358,036**	**358,036**	**358,036**	**–**
Lease liabilities (Note 21)	**285,628**	**293,870**	**194,237**	**99,633**
Total undiscounted financial liabilities	**671,194**	**679,436**	**579,803**	**99,633**
Total net undiscounted financial assets/(liabilities)	**7,300,736**	**7,296,205**	**7,395,838**	**(99,633)**

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

22. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(c) *Liquidity risk (Continued)*

Analysis of financial instruments by remaining contractual maturities (Continued)

	2025			
	Carrying amount $	Contractual cash flows $	One year or less $	More than one year $
Company				
Financial assets:				
Trade and other receivables	**12,591**	**12,591**	**12,591**	**–**
Loan due from a subsidiary	**–**	**7,828,059**	**–**	**7,828,059**
Cash and cash equivalents	**7,699,250**	**7,702,961**	**7,702,961**	**–**
Total undiscounted financial assets	**7,711,841**	**15,543,611**	**7,715,552**	**7,828,059**
Financial liabilities:				
Other payables and accruals (exclude GST payable, net)	**144,970**	**144,970**	**144,970**	**–**
Total undiscounted financial liabilities	**144,970**	**144,970**	**144,970**	**–**
Total net undiscounted financial assets	**7,566,871**	**15,398,641**	**7,570,582**	**7,828,059**

	2024			
	Carrying amount $	Contractual cash flows $	One year or less $	More than one year $
Group				
Financial assets:				
Trade and other receivables	717,491	717,491	717,491	–
Cash and cash equivalents	8,101,284	8,109,778	8,109,778	–
Total undiscounted financial assets	8,818,775	8,827,269	8,827,269	–
Financial liabilities:				
Trade payables	47,815	47,815	47,815	–
Other payables and accruals (exclude GST payable, net)	499,159	499,159	499,159	–
Lease liabilities (Note 21)	527,084	548,954	303,084	245,870
Total undiscounted financial liabilities	1,074,058	1,095,928	850,058	245,870
Total net undiscounted financial assets/(liabilities)	7,744,717	7,731,341	7,977,211	(245,870)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

22. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(c) *Liquidity risk (Continued)*

Analysis of financial instruments by remaining contractual maturities (Continued)

	2024			
	Carrying amount $	**Contractual cash flows $**	**One year or less $**	**More than one year $**
Company				
Financial assets:				
Trade and other receivables	2,034,452	2,034,452	2,034,452	–
Loans due from a subsidiary	3,840,652	7,828,059	–	7,828,059
Cash and cash equivalents	7,903,522	7,912,016	7,912,016	–
Total undiscounted financial assets	13,778,626	17,774,527	9,946,468	7,828,059
Financial liabilities:				
Other payables and accruals (exclude GST payable, net)	209,433	209,433	209,433	–
Total undiscounted financial liabilities	209,433	209,433	209,433	–
Total net undiscounted financial assets	13,569,193	17,565,094	9,737,035	7,828,059

23. FAIR VALUE OF ASSETS AND LIABILITIES

(a) Fair value hierarchy

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

Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date;

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and

Level 3 – Unobservable inputs for the asset or liability.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

23. FAIR VALUE OF ASSETS AND LIABILITIES (CONTINUED)

(b) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

Trade and other receivables (Note 15), cash and cash equivalents (Note 16), trade payables (Note 17), and other payables and accruals (Note 18) approximately their fair value due to the relatively short-term maturity of these financial instruments.

The carrying amount of lease liabilities (Note 21) are reasonable approximation of their fair value estimated by discounting expected future cash flows at market incremental borrowing rate for similar types of borrowing arrangements at the balance sheet date.

The carrying amount of loans due from a subsidiary are reasonable approximation of their fair value estimated by the present values of future cash flows, discounted at market interest rate for similar type of loan.

24. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and to maintain an optimal capital structure to maximise shareholder value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the years ended 31 December 2025 and 31 December 2024.

25. AUTHORISATION OF FINANCIAL STATEMENTS

The audited financial statements for the financial year ended 31 December 2025 were authorised for issue in accordance with a resolution of directors on 30 March 2026.

STATISTICS OF SHAREHOLDINGS

SHARE CAPITAL

Issued and Fully Paid-up Capital	:	S$21,650,919
Number of Issued Shares	:	146,145,696
Class of Shares	:	Ordinary shares
Voting Rights	:	One vote per ordinary share (excluding treasury shares and subsidiary holdings)
Number of Treasury Shares	:	Nil
Number of Subsidiary Holdings	:	Nil

SUBSTANTIAL SHAREHOLDERS

(As recorded in the Register of Substantial Shareholders)

	Direct Interest		Deemed Interest	
Name of Substantial Shareholder	**No. of Shares**	**%**	**No. of Shares**	**%**
Tan Gee Beng Private Limited	40,000,331	27.37	–	–
Tan Tong Guan[(1)]	1,726,501	1.18	40,000,331	27.37
Tan Geok Moey[(1)]	–	–	40,000,331	27.37
Tan Yoke Hong[(1)]	–	–	40,000,331	27.37
Zhang Haihua[(2)]	–	–	37,308,200	25.53
Poh E-lynn Elaine (Fu Yilin Elaine)[(3)]	–	–	15,029,694	10.28
Wong Kwok Yuen[(4)]	750,000	0.51	7,195,900	4.92

Notes:–

(1) Each of Mr Tan Tong Guan, Ms Tan Geok Moey and Ms Tan Yoke Hong is deemed to have an interest in the 40,000,331 shares of the Company held by Tan Gee Beng Private Limited by virtue of Section 7 of the Companies Act 1967 of Singapore.

(2) Zhang Haihua is deemed to have an interest in the 37,308,200 shares of the Company held through OCBC Securities Private Limited.

(3) Poh E-lynn Elaine (Fu Yilin Elaine) is deemed to have an interest in the 15,029,694 shares of the Company held through DBS Nominees (Private) Limited.

(4) Wong Kwok Yuen is deemed to have an interest in the 7,195,900 shares of the Company held through DBS Nominees (Private) Limited.

SHAREHOLDINGS IN THE HANDS OF THE PUBLIC

Based on information available to the Company as at 30 March 2026 and to the best knowledge of the Directors of the Company, approximately 30.20% of the issued ordinary shares of the Company are held in the hands of the public, as defined in the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited ("**Catalist Rules**"). Accordingly, the Company is in compliance with Rule 723 of the Catalist Rules, which requires at least 10% of the equity securities to be in the hands of the public.

STATISTICS OF SHAREHOLDINGS

DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 – 99	3	0.88	149	0.00
100 – 1,000	123	35.86	112,600	0.08
1,001 – 10,000	91	26.53	579,245	0.40
10,001 – 1,000,000	118	34.40	17,776,471	12.16
1,000,001 AND ABOVE	8	2.33	127,677,231	87.36
TOTAL	**343**	**100.00**	**146,145,696**	**100.00**

TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	TAN GEE BENG PRIVATE LTD	40,000,331	27.37
2	OCBC SECURITIES PRIVATE LTD	37,369,200	25.57
3	DBS NOMINEES PTE LTD	34,823,699	23.83
4	GOLDHILL PARTNERS PTE LTD	6,390,000	4.37
5	MOOMOO FINANCIAL SINGAPORE PTE. LTD.	3,878,200	2.65
6	TOO BEE FERN	2,072,100	1.42
7	TAN TONG GUAN	1,726,501	1.18
8	IFAST FINANCIAL PTE LTD	1,417,200	0.97
9	TAN WAN LING (CHEN WANREN)	1,000,000	0.68
10	UOB KAY HIAN PTE LTD	980,000	0.67
11	LOW SEE CHING (LIU SHIJIN)	794,000	0.54
12	LOW EE HWEE	750,000	0.51
13	LI HUNG	750,000	0.51
14	WONG KWOK YUEN	750,000	0.51
15	JAMES ALVIN LOW YIEW HOCK	694,000	0.47
16	TAN CHIEW KUI	650,000	0.44
17	LYE IR-WIN BRUCE	604,800	0.41
18	CHEW WAI MENG (ZHAO WEIMING)	454,000	0.31
19	SIO SIT PO	418,776	0.29
20	CHNG ENG KEONG	400,000	0.27
	TOTAL	**135,922,807**	**92.97**

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting ("**AGM**") of ASIA VETS HOLDINGS LTD. (the "**Company**") will be held at Metropolitan YMCA, 60 Stevens Road, Singapore 257854 on Wednesday, 22 April 2026 at 3:00 p.m. for the following purposes:

AS ORDINARY BUSINESS

1. To receive and adopt the Directors' Statement and the Audited Financial Statements of the Company for the financial year ended 31 December 2025, together with the Independent Auditor's Report thereon.
(Resolution 1)

2. To re-elect Mr Tan Tong Guan, a Director of the Company who is retiring pursuant to Regulation 95 of the Constitution of the Company and who, being eligible, offers himself for re-election, as a Director of the Company.
(Resolution 2)
[See Explanatory Note (i)]

3. To re-elect Mr Kim Seah Teck Kim, a Director of the Company who is retiring pursuant to Regulation 95 of the Constitution of the Company and who, being eligible, offers himself for re-election, as a Director of the Company.
(Resolution 3)
[See Explanatory Note (ii)]

4. To approve the payment of Directors' fees of S$135,000 for the financial year ended 31 December 2025 (financial year ended 31 December 2024: S$240,300).
(Resolution 4)
[See Explanatory Note (iii)]

5. To re-appoint Messrs Ernst & Young LLP, Public Accountants and Chartered Accountants, as the Auditors of the Company and to authorise the Directors of the Company to fix their remuneration.
(Resolution 5)

6. To transact any other ordinary business which may properly be transacted at an AGM.

AS SPECIAL BUSINESS

To consider and if thought fit, to pass, with or without any modifications, the following resolution as an Ordinary Resolution:

7. **Authority to issue shares**

That pursuant to Section 161 of the Companies Act 1967 of Singapore and Rule 806 of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") Listing Manual Section B: Rules of Catalist (the "**Catalist Rules**"), the Directors of the Company be authorised and empowered to:

(a) (i) issue shares in the Company ("**Shares**") whether by way of rights, bonus or otherwise; and/or

(ii) make or grant offers, agreements or options (collectively, "**Instruments**") that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into Shares,

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

NOTICE OF ANNUAL GENERAL MEETING

(b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue Shares pursuant to any Instrument made or granted by the Directors of the Company while this Resolution was in force,

provided that:

(1) the aggregate number of Shares (including Shares to be issued in pursuance of the Instruments made or granted pursuant to this Resolution) to be issued pursuant to this Resolution shall not exceed one hundred per centum (100%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of Shares to be issued other than on a *pro-rata* basis to shareholders of the Company (including Shares to be issued in pursuance of the Instruments made or granted pursuant to this Resolution) shall not exceed fifty per centum (50%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below);

(2) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph (1) above, the percentage of issued Shares shall be based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time of the passing of this Resolution, after adjusting for:

   (a) new Shares arising from the conversion or exercise of any convertible securities;

   (b) new Shares arising from the exercise of share options or vesting of share awards, provided the share options or share awards were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and

   (c) any subsequent bonus issue, consolidation or subdivision of Shares,

   and provided that adjustments in accordance with sub-paragraph (2)(a) or sub-paragraph (2)(b) above are only to be made in respect of new Shares arising from convertible securities, share options or share awards which were issued and are outstanding or subsisting at the time of the passing of this Resolution;

(3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and

(4) unless revoked or varied by the Company in a general meeting by ordinary resolution, such authority shall continue in force (i) until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is the earlier or (ii) in the case of Shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution, until the issuance of such Shares in accordance with the terms of the Instruments.

(Resolution 6)

[See Explanatory Note (iv)]

By Order of the Board

Hon Wei Ling
Company Secretary
Singapore, 7 April 2026

NOTICE OF ANNUAL GENERAL MEETING

Explanatory Notes:

(i) Mr Tan Tong Guan will, upon re-election as a Director of the Company, remain as the Executive Chairman and Chief Executive Officer of the Company. Please refer to pages 83 to 85 of the Report on Corporate Governance in the Annual Report 2025 for the detailed information of Mr Tan Tong Guan as required pursuant to Rule 720(5) of the Catalist Rules. Key information of Mr Tan Tong Guan can also be found under the sections entitled "Directors Profile" and "Directors' Statement" of the Annual Report 2025.

(ii) Mr Kim Seah Teck Kim will, upon re-election as a Director of the Company, remain as an Independent Director of the Company, the Chairman of the Nominating Committee and the Remuneration Committee as well as a member of the Audit Committee of the Company. Mr Kim Seah Teck Kim is considered independent by the Board of Directors of the Company pursuant to Rule 704(7) of the Catalist Rules. There are no relationships (including immediate family relationships) between Mr Kim Seah Teck Kim and the other Directors of the Company, the Company, its related corporations, its substantial shareholders or its officers, which may affect his independence. Please refer to pages 83 to 85 of the Report on Corporate Governance in the Annual Report 2025 for the detailed information of Mr Kim Seah Teck Kim as required pursuant to Rule 720(5) of the Catalist Rules. Key information of Mr Kim Seah Teck Kim can also be found under the section entitled "Directors Profile" of the Annual Report 2025.

(iii) The proposed Directors' fees for FY2025 remain unchanged as compared to FY2023 and are subject to the shareholders' approval at the forthcoming AGM.

The Directors' fees for FY2024 were higher by S$105,300 as compared to FY2023 and FY2025, which was attributable to the additional time commitment, work and responsibility undertaken by the Non-Executive Directors in relation to the proposed acquisition of the entire issued and paid-up share capital in AlDigi Holdings Pte. Ltd. from RHT AlDigi Financial Holdings Pte. Ltd. as a reverse takeover transaction, which was subsequently not proceeded with.

(iv) Ordinary Resolution 6 in item 7 above, if passed, will empower the Directors of the Company, effective until the conclusion of the next AGM of the Company, or the date by which the next AGM of the Company is required by law to be held, or such authority is revoked or varied by the Company in a general meeting, whichever is the earlier, to issue Shares, make or grant Instruments convertible into Shares and to issue Shares pursuant to such Instruments, up to a number not exceeding, in total, one hundred per centum (100%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, of which up to fifty per centum (50%) may be issued other than on a *pro-rata* basis to shareholders of the Company.

For determining the aggregate number of Shares that may be issued, the percentage of issued Shares in the capital of the Company will be calculated based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time this Resolution is passed after adjusting for new Shares arising from the conversion or exercise of any convertible securities, or exercise of share options or vesting of share awards which were issued and are outstanding or subsisting at the time when this Resolution is passed and any subsequent bonus issue, consolidation or subdivision of Shares.

Notes:

1. The AGM of the Company will be held, in a wholly physical format at Metropolitan YMCA, 60 Stevens Road, Singapore 257854, on Wednesday, 22 April 2026 at 3:00 p.m.. **There will be no option for members to participate virtually.**

2. If a member wishes to submit questions related to the resolutions tabled for approval at the AGM, prior to the AGM, all questions must be submitted by no later than 3:00 p.m. on Tuesday, 14 April 2026 through any of the following means:

   (a) by email to general@asiavets.com; or

   (b) by post and lodging the same at the office of the Company at 21 Bukit Batok Crescent, #29-71 Wcega Tower, Singapore 658065,

   and provide the following particulars, for verification purpose:

   - full name as it appears on his/her/its CDP and/or SRS share records;
   - NRIC/Passport/UEN number;
   - contact number and email address; and
   - the manner in which you hold in the Company (e.g. via CDP and/or SRS).

   Please note that the Company will not be able to answer questions from persons who provide insufficient details to enable the Company to verify his/her/its shareholder status.

   Alternatively, member may also ask question during the AGM.

NOTICE OF ANNUAL GENERAL MEETING

3. The Company will endeavour to address all substantial and relevant questions received from shareholders by Friday, 17 April 2026, 3:00 p.m., being not less than Forty-eight (48) hours before the closing date and time for the lodgement of the proxy form, via SGX-ST's website and the Company's corporate website. The Company will also address any subsequent clarifications sought or follow-up questions during the AGM in respect of substantial and relevant matters. Where substantially similar questions are received, the Company will consolidate such questions and consequently not all questions will be individually addressed. The responses from the Board and the Management of the Company shall thereafter be published on (i) the SGX-ST's website at the URL https://www.sgx.com/securities/company-announcements; and (ii) the Company's corporate website at the URL http://asiavets.com/investor-relations/, together with the minutes of the AGM, within one (1) month after the conclusion of the AGM. The minutes will include the responses to substantial and relevant questions received from shareholders which are addressed during the AGM.

4. A member of the Company (other than a Relevant Intermediary*) entitled to attend, speak and vote at the AGM of the Company is entitled to appoint not more than two (2) proxies or the Chairman of the AGM to attend, speak and vote in his/her/its stead at the AGM of the Company. A proxy need not be a member of the Company.

5. Where a member of the Company (other than a Relevant Intermediary*) appoints two (2) proxies, the appointments shall be invalid unless he/she/it specifies the proportion of his/her/its shareholding (expressed as a percentage of the whole) to be represented by each proxy in the instrument appointing the proxies.

6. A member who is a Relevant Intermediary* may appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by him/her/it (which number and class of shares shall be specified).

   * A Relevant Intermediary is:

   (a) a banking corporation licensed under the Banking Act 1970 of Singapore or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity; or

   (b) a person holding a capital markets services licence to provide custodial services for securities under the Securities and Futures Act 2001 of Singapore and who holds shares in that capacity; or

   (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953 of Singapore, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.

7. The instrument appointing a proxy or proxies must be executed under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of an officer or attorney duly authorised. Where the instrument appointing a proxy or proxies is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the instrument, falling which the instrument may be treated as invalid.

8. The completed proxy form, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must be submitted to the Company in the following manner:

   (a) by email to general@asiavets.com; or

   (b) by depositing a hard copy by post at the office of the Company at 21 Bukit Batok Crescent, #29-71 Wcega Tower, Singapore 658065,

   in either case, by no later than 3:00 p.m. on Sunday, 19 April 2026 (being not less than seventy-two (72) hours before the time appointed for holding the AGM (or at any adjournment thereof) and in default the proxy form for the AGM shall not be treated as valid.

9. An investor who holds shares under the Supplementary Retirement Scheme ("**SRS Investor**") may attend and cast his/her vote(s) at the AGM. SRS Investors who wish to appoint the Chairman of the AGM as proxy should approach his/her respective SRS Operators to submit his/her votes at least seven (7) working days before the AGM (i.e. by 5:00 p.m. on Friday, 10 April 2026).

10. The Company's Annual Report 2025 has been published and may be accessed at the Company's corporate website at the URL http://asiavets.com/investor-relations/ and is also made available the SGX-ST's website at the URL https://www.sgx.com/securities/company-announcements.

11. If you wish to receive a printed copy of the Annual Report 2025, please complete and return the request form email to general@asiavets.com or mail the completed form to 21 Bukit Batok Crescent, #29-71 Wcega Tower, Singapore 658065 by no later than Tuesday, 14 April 2026.

12. This notice has been reviewed by the Company's sponsor, ZICO Capital Pte. Ltd. (the "**Sponsor**").

    This notice has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") and the SGX-ST assumes no responsibility for the contents of this notice, including the correctness of any of the statements or opinions made, or reports contained in this notice.

    The contact person for the Sponsor is Ms. Goh Mei Xian, ZICO Capital Pte. Ltd. at 77 Robinson Road, #06-03 Robinson 77, Singapore 068896, telephone (65) 6636 4201.

NOTICE OF ANNUAL GENERAL MEETING

PERSONAL DATA PRIVACY

By (a) submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, or (b) submitting any question prior to the AGM of the Company in accordance with this Notice, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, take-over rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, (iii) addressing substantial and relevant questions from members received before the AGM and if necessary, following up with the relevant members in relation to such questions, (iv) enabling the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines by the relevant authorities, and (iv) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

Photographic, sound and/or video recordings of the AGM may be made by the Company for record keeping and to ensure the accuracy of the minutes prepared for the AGM. Accordingly, the personal data of a member (such as his/her name, presence at the AGM and any questions raised or motions proposed/seconded) may be recorded by the Company for such purpose.

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ASIA VETS HOLDINGS LTD.
(Company Registration No. 201003501R)
(Incorporated in the Republic of Singapore)

IMPORTANT:
1. The Annual General Meeting of the Company to be held on Wednesday, 22 April 2026, 3:00 p.m. is being convened, and will be held at Metropolitan YMCA, 60 Stevens Road, Singapore 257854 (the "**AGM**"). There will be no option for members to participate virtually.
2. An investor who holds shares under the Supplementary Retirement Scheme ("**SRS Investor**") may attend and cast his/her vote(s) at the AGM in person. SRS Investors who wish to appoint the Chairman of the AGM as proxy should approach his/her respective SRS Operators to submit his/her votes at least seven (7) working days before the AGM (i.e. by 5:00 p.m. on Friday, 10 April 2026).
3. This Proxy Form is not valid for use by SRS Investors and shall be ineffective for all intents and purposes if used or purported to be used by them.
4. Please read the notes to the proxy form.

PROXY FORM
FOR ANNUAL GENERAL MEETING

(Please see notes overleaf before completing this Form)

*I/We, ______________________ (Name) ______________ (NRIC/Passport/Company Registration No.)

Of ____

being a *member/members of Asia Vets Holdings Ltd. (the "**Company**"), hereby appoint:–

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

* and/or (delete as appropriate)

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

or failing *him/her/them, the Chairman of the Annual General Meeting of the Company (the "**AGM**" or "**Meeting**") as *my/our *proxy/proxies to attend, speak and vote for *me/us on *my/our behalf at the AGM to be held at Metropolitan YMCA, 60 Stevens Road, Singapore 257854 on Wednesday, 22 April 2026, 3:00 p.m. and at any adjournment thereof.

*I/We direct *my/our *proxy/proxies, to vote for or against, or abstain from voting on the Resolutions to be proposed at the AGM as indicated hereunder. If no specific direction as to voting is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the *proxy/proxies will vote or abstain from voting at *his/her/their discretion.

All Resolutions put to the vote at the AGM shall be decided by way of poll.

No.	**Resolutions relating to:**	**No. of votes 'For'****	**No. of votes 'Against'****	**No. of votes 'Abstain'****
1	Adoption of the Directors' Statement and the Audited Financial Statements of the Company for the financial year ended 31 December 2025, together with the Independent Auditor's Report thereon			
2	Re-election of Mr Tan Tong Guan as a Director of the Company			
3	Re-election of Mr Kim Seah Teck Kim as a Director of the Company			
4	Approval of the payment of Directors' fees amounting to S$135,000 for the financial year ended 31 December 2025			
5	Re-appointment of Messrs Ernst & Young LLP as Auditors of the Company and authority to the Directors of the Company to fix their remuneration			
6	Authority to issue shares in the capital of the Company			

* *Delete as appropriate*
** *If you wish your proxy/proxies to exercise all your votes 'For' or 'Against' or 'Abstain' from voting a resolution, please tick (√) within the box provided in respect of that resolution. Alternatively, please indicate the number of votes as appropriate in the relevant box provided in respect of that resolution. In any other case, the proxy/proxies may vote or abstain as the proxy/proxies deems fit on any of the above resolutions if no voting instruction is specified, and on any other matter arising at the AGM.*

Dated this ________ day of ______________ 2026

Total No. of Shares in:	**No. of Shares**
(a) CDP Register	
(b) Register of Members	

____
Signature of Member(s)
and/or Common Seal of Corporate Member

Notes:

1. Please insert the total number of shares in the capital of the Company ("**Shares**") held by you. If you have Shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001 of Singapore), you should insert that number of Shares. If you have Shares registered in your name in the Register of Members, you should insert that number of Shares. If you have Shares entered against your name in the Depository Register and Shares registered in your name in the Register of Members, you should insert the aggregate number of Shares entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, the instrument appointing the Chairman of the Meeting as proxy shall be deemed to relate to all the Shares held by you.

2. A member of the Company (other than a Relevant Intermediary*) entitled to attend, speak and vote at the AGM of the Company is entitled to appoint not more than two (2) proxies or the Chairman of the Meeting to attend, speak and vote in his/her/its stead at the AGM of the Company. A proxy need not be a member of the Company.

3. Where a member of the Company (other than a Relevant Intermediary*) appoints two (2) proxies, the appointments shall be invalid unless he/she/it specifies the proportion of his/her/its shareholding (expressed as a percentage of the whole) to be represented by each proxy in the instrument appointing the proxies.

4. A member who is a Relevant Intermediary* may appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by him/her/it (which number and class of shares shall be specified).

   * A Relevant Intermediary is:

   (a) a banking corporation licensed under the Banking Act 1970 of Singapore or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity; or

   (b) a person holding a capital markets services licence to provide custodial services for securities under the Securities and Futures Act 2001 of Singapore and who holds shares in that capacity; or

   (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953 of Singapore, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.

5. The instrument appointing a proxy or proxies must be executed under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of an officer or attorney duly authorised. Where the instrument appointing a proxy or proxies is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the instrument, falling which the instrument may be treated as invalid.

6. The completed proxy form, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must be submitted to the Company in the following manner:

   (a) by email to general@asiavets.com; or

   (b) by depositing a hard copy by post at the office of the Company at 21 Bukit Batok Crescent, #29-71 Wcega Tower, Singapore 658065,

   in either case, by no later than 3:00 p.m. on Sunday, 19 April 2026 (being not less than seventy-two (72) hours before the time appointed for holding the AGM (or at any adjournment thereof) and in default the proxy form for the AGM shall not be treated as valid.

7. A SRS Investor may attend and cast his/her vote(s) at the AGM. SRS Investors who wish to appoint the Chairman of the AGM as proxy should approach his/her respective SRS Operators to submit his/her votes at least seven (7) working days before the AGM (i.e. by 5:00 p.m. on Friday, 10 April 2026).

General:

The Company shall be entitled to reject the instrument appointing proxy(ies) if it is incomplete, improperly completed or illegible, or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing proxy(ies). In addition, in the case of Shares entered in the Depository Register, the Company may reject any instrument appointing proxy(ies) lodged if the member of the Company, being the appointor, is not shown to have Shares entered against his/her name in the Depository Register as at seventy-two (72) hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

Personal Data Privacy:

By submitting an instrument appointing the Chairman of the Meeting as proxy, the member of the Company accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 7 April 2026.

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CORPORATE INFORMATION

BOARD OF DIRECTORS

Tan Tong Guan	Executive Chairman and CEO
Tan Geok Moey	Non-Executive Director
Henry Tan Song Kok	Lead Independent Director
Kim Seah Teck Kim	Independent Director

AUDIT COMMITTEE

Henry Tan Song Kok	Chairman
Tan Geok Moey	Member
Kim Seah Teck Kim	Member

NOMINATING COMMITTEE

Kim Seah Teck Kim	Chairman
Tan Geok Moey	Member
Henry Tan Song Kok	Member

REMUNERATION COMMITTEE

Kim Seah Teck Kim	Chairman
Tan Geok Moey	Member
Henry Tan Song Kok	Member

COMPANY SECRETARIES

Lee Wei Hsiung and Hon Wei Ling

REGISTERED OFFICE

95 Amoy Street
Singapore 069915
Tel: (65) 6253 3540
Email: general@asiavets.com
www.asiavets.com

SHARE REGISTRAR

In.Corp Corporate Services Pte. Ltd.
36 Robinson Road
#20-01 City House
Singapore 068877

SPONSOR

ZICO Capital Pte. Ltd.
77 Robinson Road
#06-03 Robinson 77
Singapore 068896

AUDITORS

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

Partner-in-charge: Teo Li Ling
(a member of the Institute of Singapore Chartered Accountants)
(date of appointment: since financial year ended 31 December 2021)

PRINCIPAL BANKERS

CIMB Bank Berhad
United Overseas Bank Limited

ASIA VETS HOLDINGS LTD.

(Company Registration No. 201003501R)
95 Amoy Street, Singapore 069915
T: +65 6253 3540
Email: general@asiavets.com
www.asiavets.com