BROOK CROMPTON HOLDINGS LTD.
(Company Registration No. 194700172G)
(Incorporated in the Republic of Singapore)

RESPONSES TO QUESTIONS RECEIVED FROM THE SECURITIES INVESTORS ASSOCIATION (SINGAPORE)

The Board of Directors (the "**Board**") of Brook Crompton Holdings Ltd. (the "**Company**", together with its subsidiaries, the "**Group**") refers to the questions received from the Securities Investors Association (Singapore) ("**SIAS**") in relation to its Annual Report for the financial year ended 31 December 2025 ("**FY2025**").

The Company's responses to the questions received from SIAS set out in the Appendix to this announcement.

The Company wishes to seek shareholders' kind understanding that the Company is unable to disclose certain information in its response to the questions due to the sensitive nature of the information.

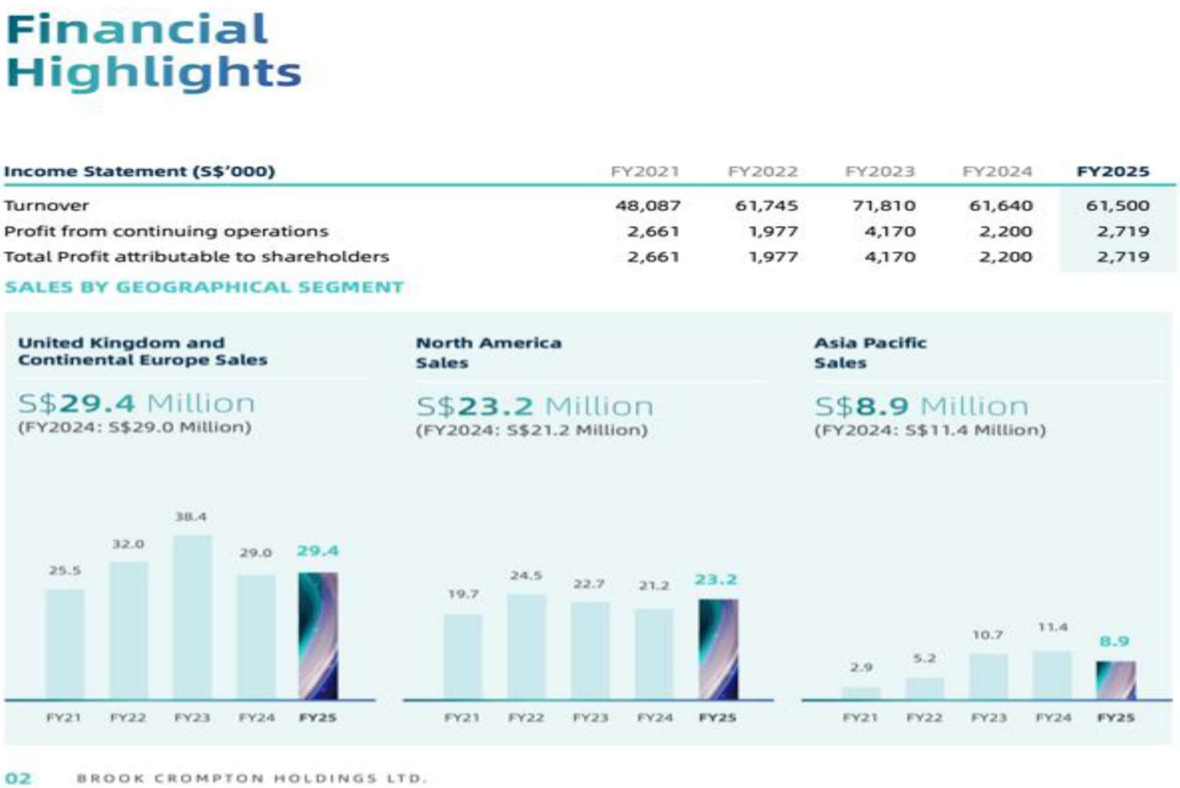
BY ORDER OF THE BOARD

PANG XINYUAN
Non-Independent Non-Executive Chairman
13 April 2026

APPENDIX

RESPONSES TO QUESTIONS RECEIVED FROM SIAS

Q1. Sales in FY2025 declined marginally to $61.5 million, representing the lowest level since the pandemic. At the last annual general meeting, management expressed confidence in a pick-up in the UK business, supported by the UK water industry's regulatory cycle from April 2025 to March 2030, in which investment of approximately £105 billion was expected during this period.



Financial Highlights

Income Statement (S$'000)	FY2021	FY2022	FY2023	FY2024	FY2025
Turnover	48,087	61,745	71,810	61,640	61,500
Profit from continuing operations	2,661	1,977	4,170	2,200	2,719
Total Profit attributable to shareholders	2,661	1,977	4,170	2,200	2,719

(i) Could management provide specific and measurable updates on the UK business, including order book development, tender pipeline, contract wins and revenue visibility? What milestones or indicators should shareholders monitor to assess whether the group is successfully capturing opportunities?

We remain positive on the medium-term outlook for our UK business, supported by the AMP8 regulatory cycle and anticipated increase in investment across the water and wastewater sector.

The total addressable market out of the £104 billion is challenging to predict as this would cover the total asset management investment for the water industry in UK. However, based on previous AMP investments during a 5-years AMP period, the Company TAM is approximately between £100 million to -£400 million.

Our approach is focused on strengthening our market position through targeted engagement with OEMs and service partners, alongside continued participation in key industry programmes and initiatives. We are seeing encouraging levels of commercial activity, including ongoing customer engagement, tender participation and a growing pipeline of opportunities aligned with our core capabilities.

While we are unable disclose the detailed order book or tender pipeline information for competitive reasons, the current activity includes a range of identified opportunities across OEM and service channels, with a portion expected to convert into orders over the next 12–24 months. In addition, we have taken proactive steps to ensure readiness, including inventory alignment to industry specifications and increased market outreach.

Shareholders may assess our progress through a combination of indicators reflected in our periodic disclosures, including order intake trends, pipeline conversion, and revenue progression. Operational indicators such as inventory turnover, customer engagement levels and participation in key industry frameworks also provide supporting evidence of our positioning within the market.

Overall, while timing of project awards may vary, we believe the actions taken position the Group to progressively capture opportunities arising from the current investment cycle.

(ii) In addition, what has been the impact of the conflict in the Middle East on the group's operations, including supply chain stability, input costs and project execution? Has the group experienced or does it anticipate any disruptions, including force majeure events? Are there any potential opportunities, such as increased demand for the group's products or services?

The Group is continues to monitor developments in the Middle East closely, where the Group maintains an established presence supported by long-standing relationships with service partners, distributors and end customers.

To date, while the operating environment has become more challenging, the overall impact on our operations has been manageable. We are experiencing some pressure on logistics and transport costs, to which we are actively monitoring and managing through our supply chain and pricing strategies. In addition, certain segments has shown increased competition intensity, reflecting ongoing investment by larger market participants in the region.

From an execution perspective, we have experienced some delays in project timelines, although these have not been widespread. We have also encountered isolated instances of order disruption, including limited cancellations attributed to force majeure. However, these have not had a material impact on the Group's overall performance.

We continue to focus on supporting our installed base while selectively pursuing new opportunities through our distribution network.

Overall, we believe the Group remains well positioned to navigate the current environment, supported by its established regional presence through existing distributors and proactive risk management approach.

Q2. Building on its core distribution business, the group has expanded into servicing and repair, with Singapore as the initial market.

A subsidiary, Brook-TM Services Technology Pte. Ltd., has been set up with $2.55 million in investments. As at 31 December 2025, fixed assets totaling $4.1 million in value had been acquired. The 51%- owned subsidiary earned revenue of $392,000 during the year, and losses were $(921,000).

(i) Could management provide clarity on its customer acquisition strategy for servicing and repair? What is the group's value proposition relative to existing service providers, and how does it differentiate in terms of pricing, service quality and turnaround time?

Our strategy to set up a servicing and repairing workshop in Singapore is to target our existing joint venture's partner's customers which are in oil and gas petrol chemical industry, to expand the business from pump maintenance to integrated with services package of pumps and motors. At the same time, we do offer IoT (Internet of Things) and PHM (Prognostics and Health Management) systems to the customers, to support online and offline diagnosis to the customers. With the diagnosis report analysis, the performance of the motors can be easily detected. Any immediate actions to be taken or maintenance needed will be alerted by us. Leveraging IoT (Internet of Things) and PHM (Prognostics and Health Management) systems offers a significant competitive advantage and opens new business opportunities to us.

(ii) What is the estimated total addressable market for servicing and repair in the group's target segments?

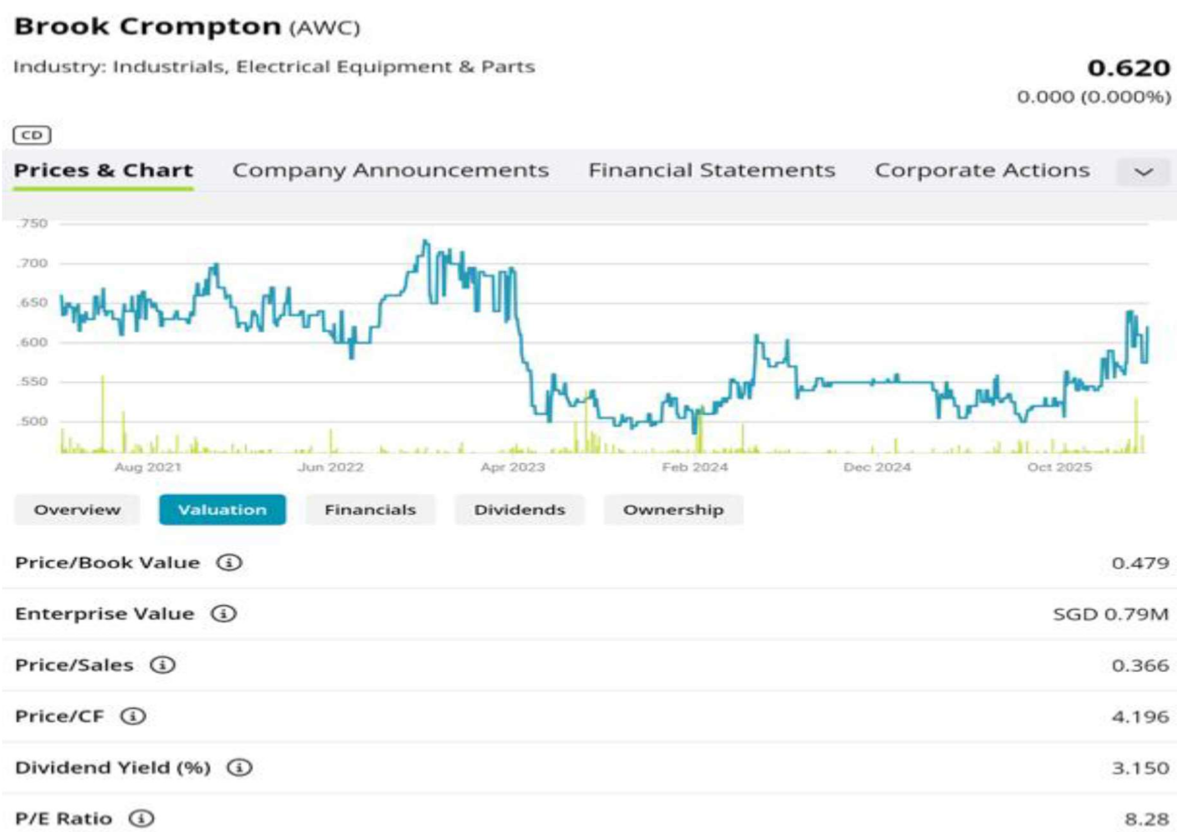
The total addressable market (TAM) for oil & gas refinery maintenance and related technical services in Singapore is substantial. Key maintenance, repair, and overhaul (MRO) and engineering technical services for the sector are experiencing growth, with specialized refinery maintenance projected to exceed USD 528 million by 2025.

The global oil and gas refinery maintenance services market, of which Singapore is a key hub, is projected to cross USD 797 million by 2035, growing at over 4.2% annually. The focused Maintenance Repair and Operations (MRO) market in Singapore is expected to grow at a CAGR of 5.39% up to 2032.

(iii) **What operational and financial targets have been set for this new business over the next 18 to 24 months, including revenue growth, utilisation rates and breakeven timelines? How will the board monitor progress against these targets?**

Our targeted with break-even at the beginning stage of the business after the operation has been activated. We will foresee profitable of the new business with well collaboration with our business partner which is also dependent on the market conditions in Singapore to meet our targets.

Q3. According to the SGX Stock Screener2, the company trades at a price-to-book ratio of below 0.5 times and has a market capitalisation of less than $20 million for a mainboard listed company. This stands in stark contrast to the group's cash and cash equivalents of $23.5 million as at 31 December 2025 and its zero-borrowing position.



Against a backdrop where broader Singapore equity market has strengthened and value realisation has been a focus for regulators and investors, the group's persistent discount to book value raises questions on capital allocation, strategic direction and shareholder value creation.

(i) **What has been the total shareholder return (TSR) over the past 5, 10, 15 and 20 years? Has the board tracked the TSR and is it satisfied with the company's performance?**

Total Shareholder Return ("TSR")
While TSR is one of several reference metrics, the Board places greater emphasis on long-term business sustainability, profitability, and cash flow generation.

The Board believes that its continued focus on operational resilience, disciplined cost management, and maintaining a strong balance sheet has positioned the Group to deliver sustainable value over the long term. The Board regularly reviews performance outcomes and remains committed to improving shareholder returns over time.

(ii) **How does the board define and measure value creation? Could the board provide the key performance indicators used, such as return on invested capital, net asset value per share growth and total shareholder return, and how these metrics are incorporated into management evaluation?**

Definition and Measurement of Value Creation
The Board adopts a holistic approach in defining and measuring value creation. Key performance indicators include, but are not limited to:

- Revenue growth and profitability;
- Cash flow generation and capital efficiency;
- Net asset value per share; and
- Balance sheet strength.

These metrics are reviewed regularly by the Board and are embedded, where appropriate, into management performance evaluation frameworks to better reflect the Group's long-term value creation objectives.

The low valuation of the company suggests that the market is unaware of or does not value of the group's growth prospects.

(iii) What substantive discussions has the board had regarding the company's persistent discount to book value, particularly in the context of stronger broader market performance? What conclusions has the board drawn on the underlying causes of this valuation gap?

Persistent Discount to Book Value

The Board is aware of the Company's trading discount to its book value and recognise that market valuation may be influenced by a range of factors, including liquidity, market sentiment, sector dynamics, and macroeconomic conditions.

Notwithstanding this, the Board's primary focus remains on strengthening the Group's underlying business fundamentals, enhancing operational performance, and pursuing sustainable growth initiatives. The Board believes that consistent execution of its strategy and improved financial performance should, over time, be reflected in the Company's valuation.

(iv) How is the board, particularly the independent directors, addressing the company's persistent undervaluation and track record in value creation? What specific actions are being considered or implemented to improve capital efficiency and shareholder returns, such as share buybacks, special dividends, or a broader strategic review?

Addressing Undervaluation and Enhancing Shareholder Returns

The Board, including the independent directors, continually evaluates appropriate strategies to enhance shareholder value, taking into consideration the Group's financial position, business outlook, and capital requirements.

The Company has maintained a strong net cash position and adopts a prudent and disciplined approach to capital allocation. In considering measures such as dividends or other capital management initiatives, the Board carefully balances the objective of rewarding shareholders with the need to preserve financial flexibility to support future growth opportunities and business investments.

The Board remains open to evaluating strategic options that are in the best interests of the Company and its shareholders and will take appropriate actions where opportunities arise to enhance value.

The Board would like to assure shareholders that it remains committed to disciplined execution of its long-term strategy, maintaining strong governance standards, and delivering sustainable value over time.