



**HAW PAR CORPORATION LIMITED**

(Company Registration Number: 196900437M)

(Incorporated in the Republic of Singapore)

**ANNUAL GENERAL MEETING TO BE HELD ON 23 APRIL 2026 (the “AGM”)  
RESPONSES TO SUBSTANTIAL AND RELEVANT QUESTIONS RECEIVED FROM  
SHAREHOLDERS AND SECURITIES INVESTORS ASSOCIATION (SINGAPORE)**

Haw Par Corporation Limited (the “**Company**”) refers to the announcement on 2 April 2026 on the Notice of AGM, the invitation to the shareholders to submit questions in advance of the AGM. The Company thanks shareholders for the questions received.

The Appendix sets out the Company’s responses to the substantial and relevant questions received from shareholders as well as questions from the Securities Investors Association (Singapore) (SIAS) that are relevant to the AGM resolutions and the business of the Company. Where questions overlap or are closely related, they have been consolidated and rephrased for clarity.

By Order of the Board

Chiew Kun Long, Alvin

Company Secretary

17 April 2026

**APPENDIX**

**Haw Par Corporation Limited – 57th Annual General Meeting**

**Responses to Substantial and Relevant Questions**

<b>TOPIC</b>	<b>No</b>	<b>Question</b>	<b>Response</b>
<b>General</b>	1.	How would a scenario where the Strait of Hormuz remain closed to shipping for 6 months impact the business and profitability of Haw Par?	Prolonged closure of the Strait of Hormuz would have a negative impact on the Group's Healthcare business and profitability. Logistics costs and delays would take hold as a result of shipment rerouting, while disruptions to crude oil supply could place an upward pressure on energy prices, resulting in higher utilities costs. Heightened geopolitical uncertainty may weigh on consumer confidence and discretionary spending, potentially impacting demand for the Group's products and services.
<b>Healthcare</b>	2.	Is the new factory in Johor fully operational now and how is the utilisation like?	The new plant in Johor commenced commercial production for selected markets since September 2024. It is currently operating at a utilisation level that is broadly in line with management's expectations at this stage of ramp-up. Utilisation is expected to continue to improve as product registration approvals are progressively obtained from relevant authorities in different markets.
<b>Healthcare</b>	3.	Are there plans to consolidate the 3 Tiger Balm factories (perhaps closing the Singapore factory) to improve the cost efficiency and utilisation?	There are no plans to consolidate the factories. The plants serve as strategic alternate sites for our products and reinforce the Group's operational resilience and agility.
<b>Healthcare - Financials</b>	4.	Healthcare revenue of \$94 million for 2H2025 was lowest since 2H2022. It appears that other Asian markets were most affected. Could management further elaborate on this?	The decline in Healthcare revenue in 2H2025 was influenced in part by timing effects, as uncertainty surrounding trade policies and threat of tariffs resulted in some orders delivered in 1H2025, and which dampened consumer spending in the second half of the year. Full year Healthcare revenue decreased by 7% to \$210 million, reflecting

**APPENDIX**

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			<p>moderation in consumer demand particularly in export-oriented Asian markets.</p>
<b>Healthcare - Financials</b>	5.	<p>Sales and marketing expenses decreased by about \$10 million to \$34 million for FY2025 and the dip seem to be in 2H2025. Could management explain the relationship between the decrease in sales and marketing expenses and the decline in revenue?</p> <p>I also note that contribution from the top three customers for both FY2025 and FY2024 remained stable. I would appreciate more colour from management on this.</p>	<p>The reduction in sales and marketing expenses broadly reflected the lower level of business activity during the period. As revenue moderated, particularly in the second half of FY2025, management exercised cost discipline by calibrating marketing spend accordingly, while maintaining focus on key markets and customer segments.</p>
<b>Healthcare</b>	6.	<p>Can management provide clarity on the disruption at the retail outlets in Changi Airport, including the reasons for the exit from certain retail partners and whether the transition could have been better managed? Has the airport sales channel been fully restored, and how material is the channel to overall revenue?</p>	<p>The Group distributes its products primarily through third party distributors, who in turn work with retailers. The changes at Changi Airport retail outlets arose from a review of retail partnerships as part of ongoing channel optimisation efforts. Management took steps to manage the transition which has since stabilised.</p> <p>The Group's brands and products continue to be well-represented and available in Changi Airport retail outlets. This channel is not material to overall Group revenue.</p>
<b>Healthcare</b>	7.	<p>Following several years of strong growth, revenue declined in FY2025. Does management view this as a temporary setback or an indication of growth plateauing? What</p>	<p>Management views FY2025 revenue decline a result of softer market conditions rather than a structural plateau. While near-term growth may be affected by external factors, the fundamentals of the Healthcare business and brand equity remain strong.</p>

**APPENDIX**

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		<p>new markets or channels are being prioritised to drive the next phase of growth?</p> <p>The revenue from the Healthcare segment is lower than in 2019. What is the strategy of the Company to expand sales in this segment?</p>	<p>We remain focused on long-term value creation including product development, product line expansion in selective markets, and strengthening of our digital, marketing and distribution capabilities.</p> <p>FY2024 revenue from Healthcare segment surpassed 2019. However, FY2025 revenue was affected by uncertainty surrounding trade policies and threat of tariffs which dampened consumer spending in the second half of the year.</p>
<b>Leisure</b>	8.	<p>The lease for Underwater World Pattaya (“UWP”) was renewed for another 10 years in 2021, with six years remaining as of 31 December 2025.</p> <p>Has management initiated discussions with local authorities on potential renewal or extension? What is the strategic importance of this asset, and what contingency plans are in place if the lease is not renewed?</p>	<p>UWP has been a steady positive contributor to the Group. It remains strategically relevant given the Group’s past experiences with family-friendly leisure ventures. With six years remaining on the current lease, management continues to monitor the asset’s performance and strategic fit ahead of any renewal. The Group retains flexibility to pursue alternative value-enhancing options if the lease is not renewed on acceptable terms.</p>
<b>Strategic Investments</b>	9.	<p>Has the board considered a structured, multi-year programme to progressively distribute the strategic investments portfolio to shareholders, in order to improve capital efficiency and sharpen the group’s focus on higher-return core businesses?</p>	<p>The Company views our holdings of UOB and UOL as legacy long-term strategic investments. Banking and Real Estate are key proxies of the Singapore and regional economies with UOB and UOL being blue-chip representations of the two sectors. UOB and UOL have also provided the Company with stable income stream, and their capital appreciation have provided the basis of the Company’s financial strength from which we are well placed to further expand our portfolio of operating businesses through organic growth and potential investments.</p>

**APPENDIX**

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		<p>Would the Board consider partial monetisation to unlock value of the UOB and UOL portfolio and recycle capital into higher-return opportunities?</p>	<p>Those who follow Haw Par's history will appreciate that these are legacy assets that define Haw Par, alongside Tiger Balm.</p>
<b>Strategy</b>	10.	<p>Has the board evaluated strategic options to unlock the value of the healthcare segment, including a potential spin-off or separate listing, so that the business can be valued independently and pursue growth with greater strategic focus?</p>	<p>The Board has considered strategic options for the Healthcare segment from time to time. The Healthcare business used to be a separate listed company but it was subsequently privatised as the shares were traded thinly.</p> <p>At this juncture, the Board has not pursued a spin-off or separate listing, as this would entail additional regulatory, compliance, cost implications and loss of earnings to non-controlling interests that may not be justified at the current scale of the business. The Healthcare business is overseen by a dedicated management team with a focused growth strategy. The Board will continue to review strategic alternatives where appropriate and in the interests of shareholders.</p>
<b>Strategy</b>	11.	<p>Notwithstanding the recent narrowing, Haw Par's share price continues to trade at a significant discount to its net asset value. What measures are being considered to further reduce this valuation gap? In particular, does the Board intend to implement a more formal capital allocation framework (e.g. dividend payout ratio, share buyback trigger, or NAV-based return policy)? Is share buyback among the options under consideration?</p>	<p>Management believes that growth from current operating businesses and acquisition of quality synergistic operational businesses will further improve shareholder value and the discount factor could be further reduced.</p> <p>The Company had conducted share buybacks in the past. However, such initiatives were ineffective as there was not enough liquidity in the market for the Company to buy back shares.</p>

**APPENDIX**

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<b>Strategy</b>	12.	With a strong net cash balance, what is the Board's priority between (i) increasing shareholder returns, (ii) expanding the healthcare business, or (iii) acquiring new investment assets?	These priorities are not mutually exclusive. Capital must be deployed in a disciplined manner to support long-term shareholder value, taking into account market conditions, investment opportunities and risk considerations. This includes improving shareholder returns sustainably, investing selectively to grow the healthcare business, and evaluating potential investment opportunities that are aligned with strategic objectives.
<b>Dividends</b>	13.	Without considering special dividends paid or received, Haw Par is distributing around 60% of the dividends received from just UOB and UOL, which leads to increased cash level overtime (even if slightly reduced by the payment of FY2024 Special Dividend in 2025). We understand that the Company has a policy of stable and growing dividend rate, and we also understand that the Company is seeking investment opportunities. However, considering the high level of cash, would the Board consider increasing the ordinary dividend?	<p>Dividend decisions are reviewed regularly by the Board, taking into account the Group's financial performance and outlook, capital requirements, and long-term strategy. A strong cash position provides financial flexibility to fund potential investment opportunities, manage risks, and support long-term value creation.</p> <p>The Company has maintained a consistent track record of dividend payments over the years. It maintained normal dividend rate during the pandemic years despite significant decline in net profits.</p> <p>In FY2023, the Company also increased its normal dividend by 33% from 30 cents per share to 40 cents per share, and in FY2025, the Company also paid a special dividend of \$1.00 per share, reflecting its commitment to delivering sustainable returns to shareholders.</p> <p>The Board keeps the level of normal dividends under regular review and will continue to balance returns to shareholders with the need to preserve capital for future growth and contingencies.</p>
<b>Others</b>	14.	Investment in subsidiaries increased by \$100 million during the financial year. Could	There was a capital injection to a wholly owned subsidiary for investments in Singapore Government Treasury Bills and fixed deposit

**APPENDIX**

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		management explain the rationale for this increase?	placements. This was undertaken as part of the Group's broader capital management strategy.
<b>Sustainability Report</b>	15.	<p><i>The Group's sustainability governance framework, as disclosed in the sustainability report, indicates that board oversight is exercised through the Chief Executive Officer and the Sustainability Steering Committee.</i></p> <p>Given that sustainability oversight is exercised through multiple management layers, how does the board ensure it maintains effective oversight and direct ownership of key sustainability risks and priorities?</p>	<p>The Board's oversight and ownership of sustainability matters are exercised in the same manner as for all other key aspects of the Group, including strategy, operations, finance, risk management and internal controls, and human resources. Sustainability matters are integrated into the Board's governance and decision making framework.</p> <p>The Group General Manager ("Group GM"), who also takes on the role of the Chief Sustainability Officer ("CSO"), attends all Board meetings and supports the Chief Executive Officer ("CEO") in discussions on various Group matters, including sustainability-related developments. This enables the Board to exercise oversight, challenge management where appropriate and provide strategic direction.</p> <p>Directors also have direct access to the CEO, Group GM (CSO) and other senior management outside of formal meetings, ensuring timely escalation and effective oversight of Group matters including sustainability issues.</p>
<b>Sustainability Report</b>	16.	Beyond formal quarterly board meetings, what additional mechanisms exist, if any, for the directors to engage substantively with sustainability matters? Are the directors' involvement in sustainability matters restricted to board meetings?	The Board's involvement in sustainability matters extends beyond formal quarterly Board meetings. Like other matters of the Group (e.g. strategy, operations, finance, risk management and internal controls, and human resources), the process to engage on sustainability is integrated whereby ad-hoc sustainability matters are articulated outside of the board meetings through engagements between the CEO, the Group GM (CSO) and the Board.

**APPENDIX**

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			<p>In FY2024 and FY2025, the Board also met and had discussions with an external sustainability consultant engaged by the Group, providing Directors with independent perspectives on sustainability practices and disclosures. In addition, the Board reviews the sustainability report prior to publication and actively queries and comments on its contents.</p> <p>Directors also participate in relevant training programmes, including on sustainability related topics.</p>
<b>Sustainability Report</b>	17.	<p><i>The Group has identified nine material sustainability topics through a double materiality assessment, with four Tier 1 priorities: economic performance, compliance and good governance, product quality and safety, and occupational health and safety.</i></p> <p>What framework does the board use to define and calibrate sustainability targets across material topics, and how does it ensure that these targets are both ambitious and measurable, with clear accountability for delivery?</p>	<p>There is currently no regulatory requirement that prescribes the adoption of a specific framework.</p> <p>From time to time (e.g. in 2022 and 2025), the Board exercises oversight of the peer benchmarking process through the CEO and the Sustainability Steering Committee. The benchmarking was conducted with the support of the Group's external ESG consultant to identify appropriate reference points across relevant sustainability areas. Based on these insights, potential targets were then developed and refined in consultation with internal stakeholders, taking into account their relevance, measurability and alignment with the Group's business context and risk profile.</p> <p>The Board also approves the annual sustainability report, which discloses our performance on key material topics, including climate.</p>
<b>Sustainability Report</b>	18.	<p>How has the board benchmarked the Group's sustainability performance, disclosures and targets against relevant peers, and what gaps have been identified?</p>	<p>The Group GM (CSO), together with the Sustainability Steering Committee, monitors and manages sustainability related developments affecting the Group. An external ESG consultant has been appointed to support the assessment and advise on potential enhancement of the</p>

**APPENDIX**

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			<p>Group's sustainability performance, disclosures and targets. The Group GM (CSO) regularly reports the outcomes of these engagements to the CEO and the Board, which provide strategic guidance on sustainability matters where appropriate.</p> <p>Where gaps are identified, management assesses their relevance and feasibility through the CEO, Group GM (CSO) and the Sustainability Steering Committee, with oversight from the Board. Where appropriate, enhancements to sustainability practices and disclosures are implemented within the prescribed transition timelines.</p>