Securities Investors Association (Singapore)
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www.sias.org.sg
UEN No: S99SS0111B
GST Reg No: M90367530Y0Y

Issuer: 9R Limited

Stock code: 1Y1

Meeting details:
Date: 24 July 2026
Time: 2.00 p.m.
Venue: Institute of Singapore Chartered Accountants, 60 Cecil Street, ISCA House, ISCA Function Room 4-2, Singapore 049709

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Q1. The group operated seven RedBox karaoke outlets across Malaysia for most of FY2026, following the closure of its Gurney Plaza outlet in Penang at the end of the prior financial period. A new RedBox outlet at Tarcor Park in Melaka is expected to commence operations in 2026, expanding the group's presence into a new state and increasing its outlet network to eight locations.

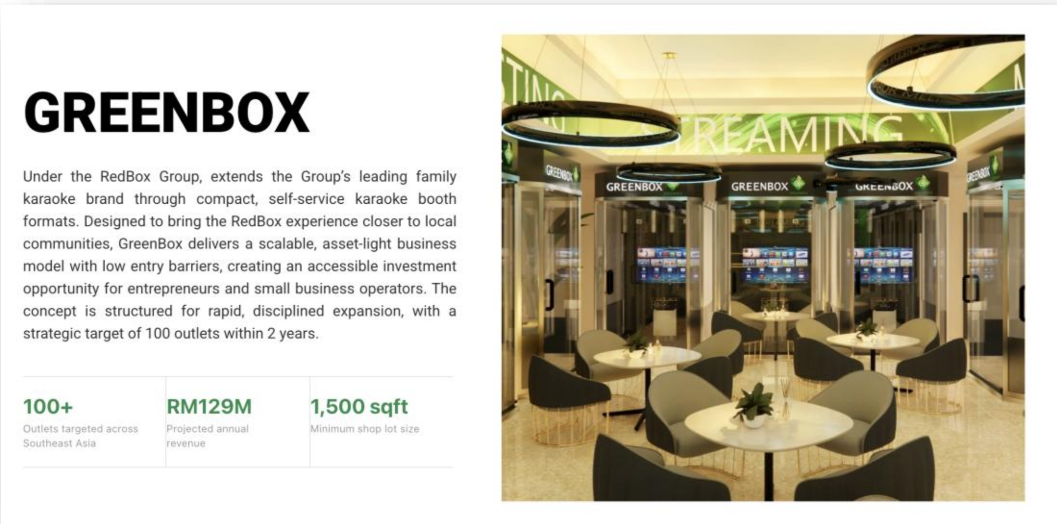
For FY2026, consolidated revenue amounted to $13.64 million and gross profit was $9.86 million. However, the group reported a net loss for the year of $(2.60) million.

(i) Can management provide shareholders with a better understanding of the current utilisation of the RedBox outlets? What are the current utilisation levels across the outlet network, and how much additional revenue or profitability could be generated from the existing outlet network under an optimal utilisation scenario?

(ii) What is the expected timeframe to achieve operational breakeven for a new outlet?

(iii) What is GreenBox's business model, who are its target customers, and how does the business generate revenue? How does management expect GreenBox to contribute meaningfully to the group's long-term growth and shareholder value?

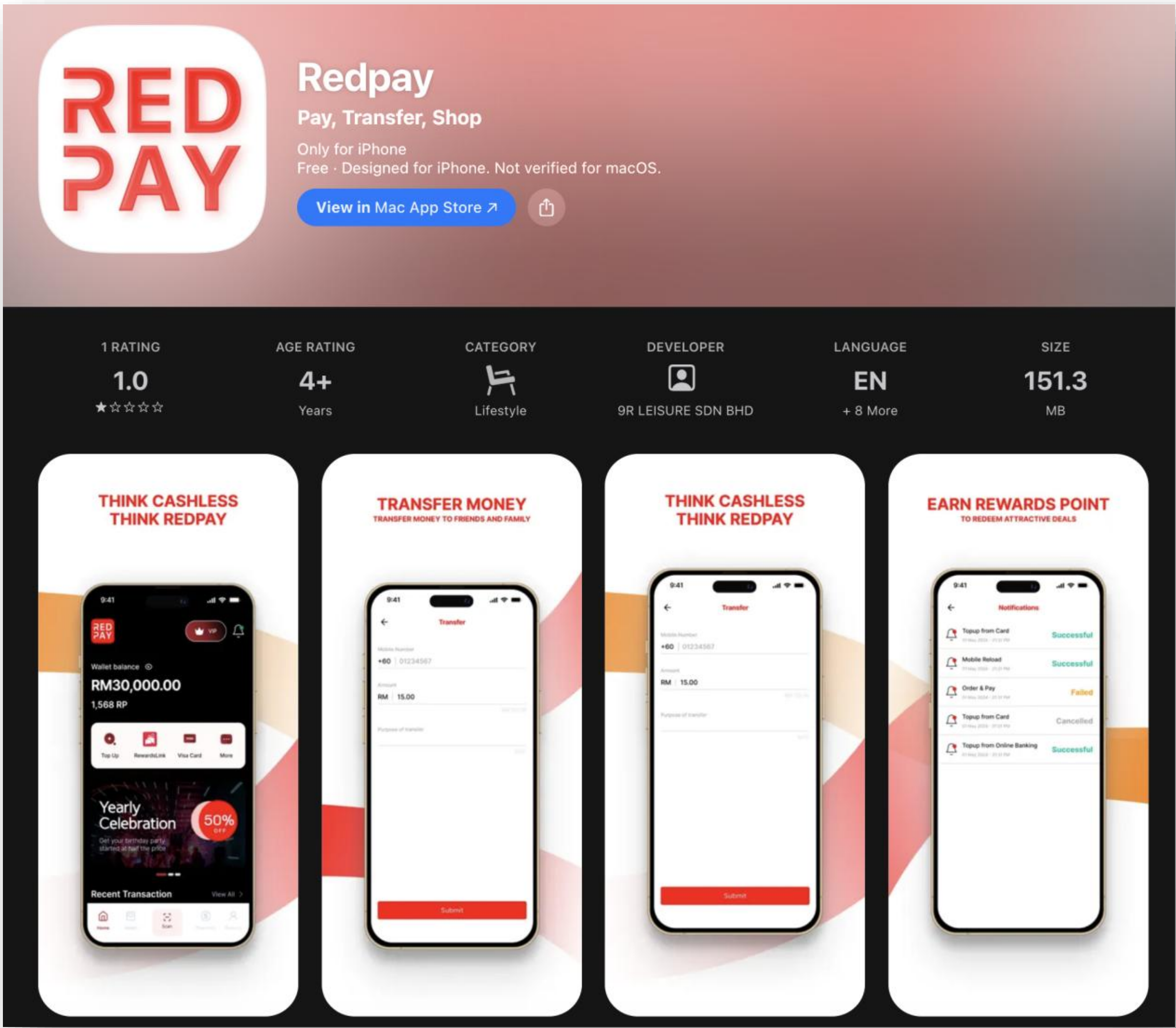
The company's website states a target of 100+ outlets within two years, generating annual revenue of RM129 million.



(Source: https://www.9rlimited.com/9r-businesses/#lifestyle-retail; accessed on 11 July 2026)

(iv) Can management clarify whether these targets remain current and, if not, what the group's latest expansion targets are?

Q2. The company highlighted the continued development and deployment of RedPay, the group's integrated electronic payment and loyalty platform. RedPay combines a Visa-enabled payment card with e-wallet functionality and represents the group's expansion into financial technology.



(Source: https://apps.apple.com/sg/app/redpay/id6642684349)

(i) Can management elaborate on the strategic rationale for RedPay? What are the primary revenue streams, and what key performance indicators does management use to measure its progress?

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(ii) Can the board help shareholders understand the key risks associated with RedPay and how these are being managed? What expertise has the group developed or acquired to operate a fintech business securely, compliantly and profitably?

Separately, the chartering and supply chain management segment has remained largely dormant, with the supply chain management segment generating only $27,374 of revenue during FY2026. Nevertheless, the CEO has stated that the group has advanced collaborations with an established Japanese company, secured deployments with major property groups and expanded its enterprise distribution channels.

(iii) Can management provide greater clarity on the strategic direction of this business? How much management attention and capital continue to be allocated to the segment, and what milestones will determine whether the business is expanded, restructured or wound down?

Q3. The group's internal audit function is outsourced to Baker Tilly Monteiro Heng Governance Sdn. Bhd. The internal auditors plan their internal audit in consultation with, but independent of, the management. The internal audit plan is then submitted to the audit and risk committee (ARC) for approval prior to implementation.

(i) Can the committee explain how it went beyond merely reviewing the proposed plan? Specifically, what additional risks, audit priorities or changes did the ARC identify and incorporate before approving the final FY2026 internal audit plan?

(ii) What was the scope of the internal audit for FY2026?

(iii) What were the key findings arising from the internal audit?

Shareholders are welcome to use and/or adapt the questions prepared by SIAS and to forward them to the company.

Check out the latest questions on the annual reports of listed companies on [SIAS website]

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