Securities Investors Association (Singapore)
7 Maxwell Road #05-03 MND Building Annexe B Singapore 069111
Tel: (65) 6227 2683 Email: admin@sias.org.sg
www.sias.org.sg
UEN No: S99SS0111B
GST Reg No: M90367530Y0Y

Issuer: King Wan Corporation Limited

Stock code: 554

Meeting details:
Date: 31 July 2026
Time: 10.00 a.m.
Venue: 8 Sungei Kadut Loop Singapore 729455

Q1. The company recently marked 25 years as a listed company, having been listed on 6 December 2000. Next year, the group will celebrate its 50th anniversary since its founding in 1977.

Against this backdrop, the group reported revenue of $44.2 million in FY2026, a decline of 49.0% from $86.8 million in FY2025. Revenue also fell below the level recorded during the pandemic, when the group generated $45.9 million in FY2021.

Management attributed the decline primarily to the majority of the group's projects remaining in the pre-construction phase during the year. As a result of the lower construction activity, the group recorded a gross loss margin of 5.2%.

FIVE-YEAR FINANCIAL HIGHLIGHTS

Year ended 31 March

In S$'million	2022	2023	2024	2025	2026
FINANCIAL RESULTS					
Revenue	77.2	92.4	95.5	86.8	44.2
Profit/(Loss) Attributable to Owners of the Company	0.6	(4.8)	12.4	3.4	(5.8)

35. Segment information (continued)

Business segments (continued)

	Plumbing and sanitary		Electrical & ACMV		Toilet rental		Investment holdings		Others		Eliminations		Consolidated	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Revenue														
External sales	32,295	41,749	8,025	40,846	3,906	3,917	–	225	19	19	–	–	44,245	86,756
Intersegment sales	–	–	–	–	5	13	–	–	–	–	(5)	(13)	–	–
Total revenue	32,295	41,749	8,025	40,846	3,911	3,930	–	225	19	19	(5)	(13)	44,245	86,756
Results														
Segment result	(5,963)	130	(3,120)	1,197	529	490	1,961	2,422	12	11	81	96	(6,500)	4,346

(Adapted from company annual report)

(i) Could management explain the principal reasons for this gap in project execution? To what extent was it due to the routine sequencing of construction works, delays by upstream contractors or customers, or other factors? If the timing of project commencement was known at the point of contract award, how did management plan for the resulting idle capacity and associated downtime costs? Were these costs factored into project pricing?

It is also observed that staff costs remained broadly unchanged at $15.4 million in both FY2025 and FY2026 despite the significant decline in revenue.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 March 2026

32. (Loss)/Profit for the financial year

(Loss)/Profit for the financial year is arrived at after charging/(crediting):

	Group	
	2026 $'000	2025 $'000
Depreciation of property, plant and equipment	738	639
Depreciation of right-of-use assets	354	550
Directors' remuneration:		
- Company	443	520
- Subsidiaries	659	587
Directors' fees:		
- Company	179	202
Staff costs (including directors' remuneration)	15,438	15,439
Costs of defined contribution plans included in staff costs	808	780

(Source: company annual report; emphasis added)

(ii) To what extent was this a deliberate decision to retain skilled employees in anticipation of future project execution? Could management provide greater insight into the composition of its workforce, such as the proportion regarded as skilled or experienced personnel?

(iii) What was the group's manpower utilisation rate during FY2026? Given that the slowdown appears to have been anticipated, what measures were taken to redeploy resources, improve utilisation or generate alternative sources of work during the lull?

Q2. With $128.8 million of new contracts secured during FY2026, the group's order book stood at $242.5 million as at 31 March 2026, representing the highest level in recent years.

- FY2026: $242.5 million
- FY2025: $152.3 million
- FY2024: $134.1 million
- FY2023: $163.3 million
- FY2022: $199.9 million
- FY2021: $156.9 million

- FY2020: $181.0 million
- FY2019: $161.1 million
- FY2018: $174.8 million
- FY2017: $168 million

(i) With the substantial increase in the order book and the relative lull in FY2026, how has management utilised the transition period to strengthen the group's execution capabilities? In particular, what preparations have been undertaken in areas such as manpower, training, procurement, project planning and operational capacity to ensure timely delivery without compromising quality or margins?

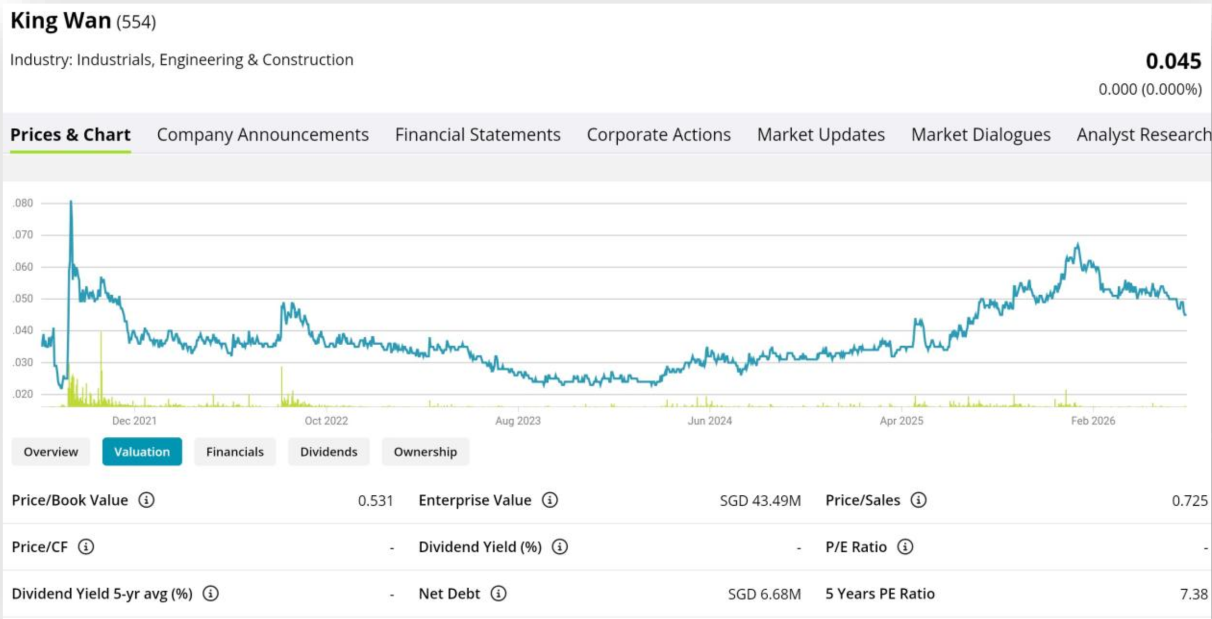
(ii) What proportion of the current order book contains contractual price adjustment or inflation indexation mechanisms?

(iii) Have recent geopolitical developments in the Middle East affected the group's procurement costs, material availability or supply chain resilience?

(iv) Following the acquisition of 15 Joo Koon Way in October 2025, has the group fully integrated its operations at the new facility? What measurable operational, strategic or financial benefits does management expect the facility to deliver, particularly in terms of production capacity, operational efficiency, capability enhancement and long-term competitiveness?

Q3. According to SGX StockFacts, the company trades at a price-to-book of approximately 0.5 times.

Securities Investors Association (Singapore)
7 Maxwell Road #05-03 MND Building Annexe B Singapore 069111
Tel: (65) 6227 2683 Email: admin@sias.org.sg
www.sias.org.sg
UEN No: S99SS0111B
GST Reg No: M90367530Y0Y



(Source: https://investors.sgx.com/market/securities?code=554&type=stocks&lang=en)

(i) What has been the total shareholder return over the past 5 years, 10 years, 15 years and since its IPO on 6 December 2000?

Stock exchanges and regulators worldwide, including Tokyo Stock Exchange (TSE) and Korea's Financial Services Commission (FSC), have been pushing for improved corporate valuations. The Review Group formed by the Monetary Authority of Singapore (MAS) has introduced measures to strengthen the equity market, focusing on improving liquidity and fair valuation for listed companies.

(ii) Prior to the placement of 70 million new shares[1] at 5 cents per share in December 2025, the last reported net asset value per share[2] of the group was 9.8 cents. **Before approving the private placement, what alternatives did the board evaluate? In particular, how did the board assess the impact of issuing shares at a price representing a discount of nearly 50% to the then reported net asset value per share? What analytical framework or financial assessment led the board to conclude that the placement was necessary and in the best interests of all shareholders?**

1 https://links.sgx.com/FileOpen/King%20Wan%20Corporation_Proposed%20Placement.ashx?App=Announcement&FileID=870068

2 https://links.sgx.com/FileOpen/King%20Wan_Half%20Year%20Results_30092025.ashx?App=Announcement&FileID=867215

Securities Investors Association (Singapore)
7 Maxwell Road #05-03 MND Building Annexe B Singapore 069111
Tel: (65) 6227 2683 Email: admin@sias.org.sg
www.sias.org.sg
UEN No: S99SS0111B
GST Reg No: M90367530Y0Y

The company's shares continue to trade at a substantial discount to their reported book value.

(iii) How has the board assessed the reasons for this persistent valuation gap? To what extent does the board believe that its historical capital allocation decisions and execution track record have influenced investor confidence, and what specific actions are being taken to rebuild market credibility?

(iv) How does the board, particularly the independent directors, intend to address the persistent valuation gap? Have capital management options such as share buybacks, special dividends or a broader strategic review been formally evaluated, and what are the timelines for implementation?

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

Join our mailing list here to receive latest news and upcoming events.

CONNECT WITH US