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Meeting details:

Date: 21 July 2026

Time: 10.00 a.m.

Venue: Hilton Singapore Orchard, Imperial Ballroom, Level 35, 333 Orchard Road, Singapore 238867

Q1. Revenue for the financial year ended 31 March 2026 increased by 15.1% year on year to \$1.34 billion, while profit after tax rose by 31.9% to \$179.5 million. The group's operational footprint, comprising offices, service centres and boutiques, is set out in the "Operations Directory" section of the annual report.

The number of high-end monobrand boutiques has increased significantly, with Rolex boutiques rising from four in FY2024 to ten in FY2026, and Patek Philippe boutiques from one to five over the same period.

- (i) What strategic shifts in customer demand, brand relationships or market positioning underpin this expansion? Does management expect this to represent a structural shift in the group's retail strategy?**
- (ii) In addition, what factors continue to give management confidence to expand its Australian operations, and what market, competitive or strategic considerations led to the scaling back of operations in Vietnam?**

Q2. The chairman highlighted that, for the first time in the group's history, the group was debt-free. Cash and cash equivalents stood at \$157.5 million. On a consolidated basis, shareholders' equity increased to \$1.07 billion, equivalent to \$1.67 per share.

A final dividend of 4 cents per share has been proposed, bringing the total dividend for FY2026 to 6 cents per share, comprising an interim dividend of 2 cents and the proposed final dividend of 4 cents. As noted in the chairman's statement, the board decided to maintain the total dividend at 6 cents despite the group's strong financial performance and balance sheet, citing uncertainties arising from the global environment and structural changes within the watch industry.

- (i) Can the board elaborate on the downside scenarios considered when determining the dividend? What level of liquidity or capital buffer does the board consider appropriate under those scenarios, and how was it concluded that maintaining the dividend at 6 cents represented the most appropriate capital allocation decision?**

The company repurchased 7,744,800 shares up to 29 June 2026, out of the maximum 64,685,158 shares authorised under the share purchase mandate.

- (ii) Can the board explain how it evaluates the relative merits of share buybacks versus higher ordinary or special dividends? Under what circumstances would the board favour one capital return mechanism over the other?**
- (iii) Has the board assessed the potential impact of continued share buybacks on the company's free float, trading liquidity and institutional investor participation? If so, what conclusions were reached?**

Q3. As disclosed in the corporate governance report, the internal audit function is performed in-house and headed by a senior manager with more than 12 years of experience. The head of internal audit reports directly to the chairman of the audit committee (AC) on audit matters.

The group has operations across Singapore, Malaysia, Australia, New Zealand, Hong Kong, Japan, Thailand and Vietnam. Since FY2022, when revenue first exceeded \$1 billion, the group has continued to grow, with revenue reaching a record \$1.34 billion in FY2026.

- (i) Can the AC provide greater clarity on the size, qualifications and experience of the internal audit department, and explain whether the function has been expanded over the past five years to keep pace with the group's growth and increasing operational scale?**
- (ii) Can the AC confirm that all major overseas operating subsidiaries were covered under the FY2026 internal audit plan?**
- (iii) What was the scope of the internal audit in FY2026? What were the key findings arising from the internal audit?**

Separately, non-audit fees paid to the company's external auditor amounted to \$258,000 in FY2026, compared with audit fees of \$305,000.

- (iv) Can the AC explain the nature of these non-audit services and the safeguards implemented to ensure that the auditor's independence and objectivity were not compromised?**

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

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