



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: Hong Fok Corporation Limited

Stock code: H30

Meeting details:

Date: 30 April 2026

Time: 10.30 a.m.

Venue: PARKROYAL on Beach Road - The Ballrooms, Grand Ballroom 1 & 2, 7500D Beach Road, Singapore 199591

Q1. Over the past year, the group sold a further four strata units of the residential units at Concourse Skyline, leaving 38 residential strata units unsold. Revenue from sale of completed development properties has declined materially since FY2022:

FY2021 - \$25.5 million (10 strata units with an estimated strata area of 1,091 sqm sold)
 FY2022 - \$75.6 million (10 strata units with an estimated strata area of 3,071 sqm sold)
 FY2023 - \$23.4 million (6 strata units with an estimated strata area of 960 sqm sold)
 FY2024 - \$19.5 million (9 strata units with an estimated strata area of 923 sqm sold)
 FY2025 - \$10.9 million (4 strata units with an estimated strata area of 470 sqm sold)

Given that the land has a 99-year lease commencing 13 March 2008, the remaining lease tenure is steadily declining, which may have implications for asset value and marketability.

- (i) To what extent has the pace of monetisation affected realised prices and the underlying value of the remaining units? Has management observed any measurable impact from lease decay on buyer demand or pricing?**
- (ii) How does management balance the trade-off between achieving optimal pricing and accelerating sell-through? What are the key constraints to clearing the remaining inventory?**
- (iii) Has the board established a clear timeline or target for the full monetisation of the remaining units? If not, what criteria or decision framework is used to determine the pace of sales and capital recycling?**

Q2. On 12 February 2025, the group acquired five units in International Building for a cash consideration of \$27.8 million and incurred acquisition-related costs of approximately \$1.77 million. These costs have been capitalised and included in 'Investment Properties'.

7 INVESTMENT PROPERTIES	2025	2024
Group	\$'000	\$'000
At 1 January	3,497,522	3,466,696
Acquisition	29,573	-
Additions arising from subsequent expenditure recognised in carrying amount	2,524	498
Changes in fair value	16,194	11,841
Translation differences	(28,242)	18,487
At 31 December	3,517,571	3,497,522

(Source: company annual report)

The acquired units have a total floor space of 162 sqm and were previously held by third parties on 999-year leasehold tenure.

- (i) Based on the disclosed consideration and floor area, can management confirm that the implied acquisition price is approximately \$16,000 per square foot? What comparable transactions, valuation benchmarks or underwriting assumptions supported this pricing?**
- (ii) Considering the significant premium paid, what specific value creation initiatives has management identified, such as asset enhancement initiatives, redevelopment or change of use? What are the key milestones, risks, and return thresholds?**

Q3. At the annual general meeting to be held on 30 April 2026, Mr Chan Pengee, Adrian will retire pursuant to Regulation 104 of the company's constitution and has offered himself for re-election. Mr Chan Pengee, Adrian was first appointed to the board on 1 January 2015 and was re-designated as non-executive non-independent chairman on 29 April 2024 after reaching the nine-year tenure limit for an independent director.

The biography of the director is set out on page 3 of the annual report.

The board has stated its commitment to maintaining high standards of corporate governance. Against this backdrop, the chairman's non-independent status, the company's deviation from the Code of corporate governance and the current board composition warrant closer examination.

- (i) Given the chairman's non-independent status, can the board explain how it ensures that governance standards remain, and are perceived to remain, robust, particularly in areas such as oversight of management, the setting of board agendas, and board renewal? How does the chairman uphold independent judgement and ensure effective challenge within the board? Has the chairman made himself available to feedback from minority shareholders, and has such feedback been incorporated into board deliberations?**

The board has not met the requirement of Provision 2.2 of the Code of corporate governance, which recommends that a majority of the board be independent where the chairman is not independent.

- (ii) What is the board's concrete plan and timeline to address this deviation? What progress has been made in identifying and appointing additional independent directors or a new independent chairman, and what criteria are being prioritised in this process?**
- (iii) To help shareholders make an informed decision on the director's re-election, can the chairman provide specific examples of his contributions since appointment, particularly in strengthening governance, guiding strategy, and overseeing management performance? How does the chairman evaluate his own effectiveness, and how has he influenced key**

areas such as executive remuneration discipline and alignment with shareholder returns?

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

