



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
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Meeting details:

Date: 24 April 2026

Time: 4.00 p.m.

Venue: 60 Cecil Street, ISCA House, Level 3 Function Room 3-3 Singapore 049709

Q1. The progressive wage model is a key policy initiative aimed at uplifting wages in certain sectors. Introduced in the Singapore Budget in 2024, the Progressive Wage Credit Scheme provides transitional support to employers to adjust to mandatory wage increases for lower-wage workers.

In FY2024 and FY2025, the group recognised grant income of \$1.25 million and \$1.60 million respectively. In contrast, the profit of the group was \$2.54 million and \$3.13 million respectively.

	Group	
	2025	2024
	\$	\$
Progressive Wage Credit Scheme ⁽¹⁾	1,601,635	1,249,665
Special Employment Credit ⁽²⁾	1,011,360	955,955
Enabling Employment Credit ⁽³⁾	75,112	59,216
Digital Leadership Programme ⁽⁴⁾	107,431	-
Career Conversion Programme-Sustainability ⁽⁵⁾	59,443	-
Other grants	88,029	37,134
	2,943,010	2,301,970

(Source: company annual report)

- (i) What is the expected financial impact on the group when the Progressive Wage Credit Scheme ends after 2026? How will this affect operating costs and margins?**
- (ii) Of the group’s 1,832 employees, how many are covered under the scheme?**
- (iii) How does management plan to adapt when the scheme ends? What specific initiatives are being implemented to improve workforce productivity and efficiency?**

Q2. The group adopts an outcome-based contracting framework across both public and private sector contracts, focusing on measurable service outcomes rather than prescriptive manpower deployment criteria. Management has also emphasised the use of digitalisation and technology integration to enhance operational delivery to achieve the targeted results.

- (i) How does management view the effectiveness of automation and collaborative robotic solutions in cleaning operations? To what extent does the group still rely on manpower to achieve desired outcomes?**

- (ii) **What have been the key operational benefits and limitations, and how does the group determine the optimal balance between robotic deployment and human labour?**
- (iii) **Separately, what is the group's strategy for integrating artificial intelligence into its operating model? Which use cases have been successfully implemented, and what measurable outcomes have been achieved?**

Q3. The board currently comprises five directors, namely:

- Mr Tan Hoo Kiat (executive chairman and executive director)
- Mr Ong Khong Weng, Alvin (chief executive officer and executive director)
- Mr Tan Siang Leng (lead Independent director)
- Mr Ng Hong Whee (independent director)
- Mr Chua Ser Miang (independent director)

The biographies of the directors are set out on pages 10 and 11 of the annual report.

The company has adopted a board diversity policy, which considers factors such as qualification, age, gender, experience, industry expertise in shaping board composition.

- (i) **Can the board provide specific examples of actions taken over the past three years to improve board diversity? Has the nominating committee actively identified and evaluated potential candidates to strengthen the board and to improve the diversity, and what process was followed in shortlisting candidates?**
- (ii) **Has the nominating committee reviewed the current competency matrix of the board and identified any gaps in skills or competencies that need to be addressed in future director appointments?**
- (iii) **All three independent directors were appointed on 2 December 2021 and will reach the nine-year tenure limit at the same time. Has the board started planning for a phased renewal to ensure continuity and retention of institutional knowledge in time to come?**

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

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