

CORPORATE STRATEGY UPDATE

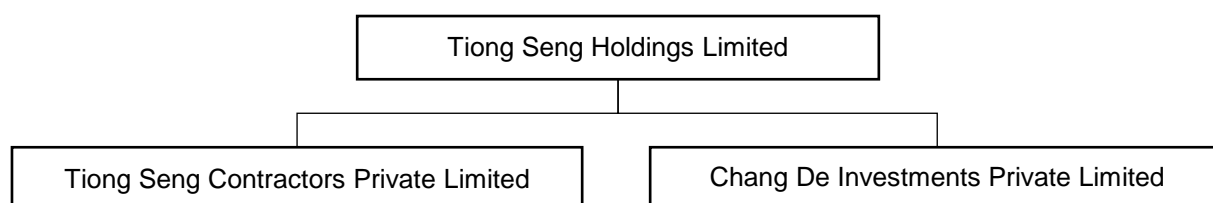
The Board of Directors (the “**Board**”) of Tiong Seng Holdings Limited (the “**Company**”, together with its subsidiaries, the “**Group**”) wishes to provide a corporate update to the shareholders of Tiong Seng (“**Shareholders**”) following a recent strategic review.

I. Background

The Group is proud to celebrate its 60th anniversary, achieving six decades of growth and innovation to become a leading industry player in Singapore’s built environment sector. Founded in 1959 as Tiong Seng Contractors, the Group began as a provider of earthworks and excavation works for the public sector. In the 1970s, the organisation expanded into civil engineering and was instrumental in its contribution to Singapore’s infrastructural development, building roads and highways across the country.

Today, Tiong Seng has transformed into a fully integrated business, boasting deep industry know-how and established production capabilities in construction, property development and engineering solutions. Having instilled a culture of promoting innovative spirit and embracing change, the Group has risen to become one of the pioneering experts in harnessing leading-edge construction solutions in the industry.

The Group currently operates two direct subsidiaries, namely Tiong Seng Contractors Private Limited (“TSC”) and Chang De Investments Private Limited (“CDI”).



Reflecting the diverse nature of business that the Group has grown to undertake in the past 60 years, TSH houses a number of key subsidiaries aside from its core construction business, including, among others:

- i. Robin Village Development Pte Ltd (“RVD”), providers of Pre-cast and Prefabricated Bathroom Units (PBU)
- ii. Robin Village International Pte Ltd (“RVI”), providers of Prefabricated Prefinished Volumetric Construction (PPVC) solutions
- iii. Steeltech Industries Pte Ltd (“Steeltech”), which houses the Group’s Structural Steel and Mass Engineered Timber (MET) technologies.

II. Laying the foundation for a sustainable business

The Board along with senior management recently completed a strategic review of the Group’s operations, taking into account the dynamics of the built environment sector, the Group’s positioning in the region and opportunities to propel the Group toward the next 60 years of sustainable growth. The two pillars of the Group’s corporate strategy update are as follows:

- (i) Optimising organisational structure to drive business expansion and growth
- (ii) Enhancing Board depth, diversity, and governance, and ensuring leadership continuity & business sustainability

(i) Optimising organisational structure to drive business expansion and growth

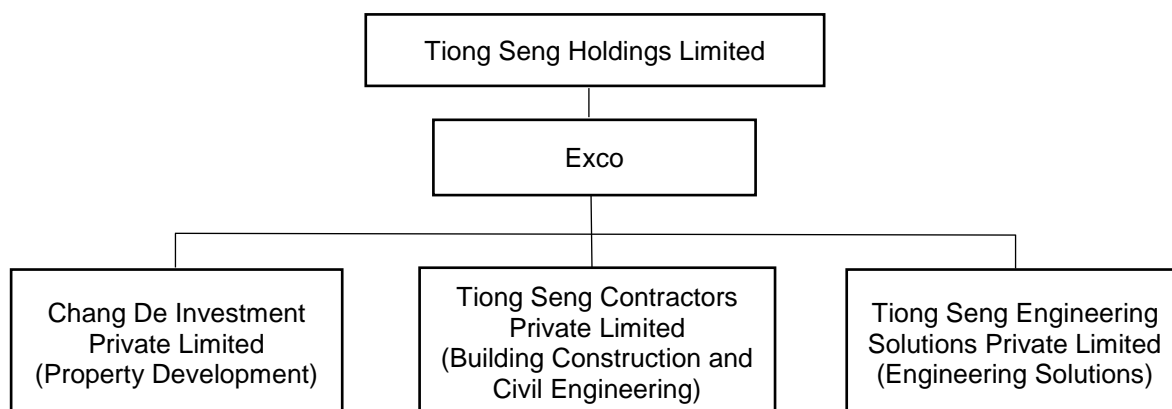
With the intensifying complexity of managing and growing a diverse range of businesses, the Group will strengthen TSH's capacity to manage the units by forming an Executive Committee ("Exco"). The Exco will comprise of:

- i. Mr Pek Lian Guan, Group Chief Executive Officer and Executive Director
- ii. Mr Pay Sim Tee, Group Executive Director
- iii. Mr Ken Choo, Group Chief Financial Officer
- iv. Mr Pek Zhi Kai, Manager (Business Development).

The Exco will bring diversity in experience and viewpoints to strengthen the management decision-making process and governance of the various business units. Additionally, the Exco will support TSH to meet its objectives of improving the growth trajectories for CDI, the Group's property development arm, and Tiong Seng Engineering Solutions Private Limited ("TSES"), the Group's engineering solutions arm.

Going forward, the Group will reorganise current management structures and formally carve out certain subsidiaries out of TSC to form a new third segment in TSES, to optimise management attention and resources toward its specialised subsidiaries. Governed by a dedicated Board and management team, TSES will be able to harmonise its diverse portfolio of engineering capabilities to yield synergistic value for the Group. The new business segment will also be in a better position to create new integrated solutions and scale up its capabilities and services to drive expansion locally and abroad.

The re-organised management structure will be as follows:



(ii) Enhancing Board depth, diversity, and governance, and ensuring leadership continuity & business sustainability

Enhancing Board Depth & Diversity for the operating Companies

Since listing on the Singapore Exchange in 2010, the Group has reaped the benefits of improved governance and insight through its Independent Directors from the apex Board of TSH. In the same light, the Group intends to enhance the value and depth of the subsidiary Boards of the operational Companies (namely TSC, TSES, and CDI) by bringing on board established industry professionals

who can provide thought leadership, usher in fresh insights and lend their diverse experience. Furthermore, the external perspectives and industry connections brought in by these new individuals are essential for the Group as it embarks on its next phase of growth.

Ensuring Leadership Continuity & Business Sustainability

Over the years, a core group of professionals have been nurtured and groomed for leadership roles within the Tiong Seng family. Going forward, these leaders will take on more responsibilities in driving the business towards sustainable growth in the next 60 years.

Additionally, the Company will intensify its focus on strengthening the talent pipeline with new initiatives to better identify promising individuals, and improve career path opportunities and visibility for capable managers and staff. The intention is to institutionalise leadership and talent development at Tiong Seng. Ultimately, the Company aims to create a leadership comprising of homegrown professionals who have risen through the ranks of the organisation, and therefore embody and stand for the close-knit spirit and corporate culture of the Tiong Seng family.

In line with these initiatives, the Group recently appointed several notable additions to the Board and Management teams as follows:

Dr John Keung, Chairman, Tiong Seng Contractors Private Limited and Board Member, Chang De Investment Private Limited

Dr John Keung served as the Chief Executive Officer of Singapore's Building & Construction Authority (BCA) for 11 years until 2017. During his tenure, Dr Keung moved Singapore into the position of a global leader in green buildings and raised construction productivity drastically. Under his leadership, TSC will harness Dr Keung's forward-vision, thought leadership, expertise and industry contacts to strengthen the Group's core construction business, while elevating its Design for Manufacturing and Assembly (DfMA) and Integrated Digital Delivery (IDD) capabilities.

Mr Lam Siew Wah, Chairman, Tiong Seng Engineering Solutions Private Limited and Board Member, Tiong Seng Contractors Private Limited

Mr Lam Siew Wah has served with the BCA as Deputy CEO from 1999 to 2016. Mr Lam's extensive portfolio also saw him serve as Managing Director of the Built Environment Research and Innovation Institute (BERII) of Singapore's BCA for 3 years until 2019. Tapping on Mr Lam's experience in deep research and innovation, TSES is well-positioned to advance the adoption of digital solutions, automation & robotics and advanced construction technologies, methods, and materials to expand the Group's product and solutions offerings.

Mr Eddie Wong, Board Member, Chang De Investment Private Limited

Mr Eddie Wong joined City Developments Limited (CDL) in 1981 and has amassed more than 30 years of experience in the construction industry. Mr Wong is also a fellow of the Society of Project Managers and an Associate Member of the Institute of Environmental Management and Assessment (IEMA), UK. Having served as an Independent Director of CDI's Board since 2011, Mr Wong will lend his considerable expertise towards advising and providing guidance to the CDI management team, as it seeks to distinguish itself as a unique developer.

Mr Colin Tan, Deputy Managing Director, Tiong Seng Contractors Private Limited

Mr Colin Tan has been with Tiong Seng for more than 18 years and is the Head of Projects for TSC. Mr. Tan has successfully delivered many of Tiong Seng's best-performing projects, such as Sol Acres, Hundred Trees, Parc Emily, and Glyndebourne. Aside from his extensive experience in project management, Mr Tan plays a crucial role in leading the development of TSC's digital construction roadmap and crafting practical frameworks to improve and enhance existing construction concepts.

Mr Eric Yang, Group General Manager, Tiong Seng Engineering Solutions Private Limited

Mr Eric Yang has worked with the Group in various capacities since 2000. One of Mr Yang's notable accomplishments was leading the iconic Resorts World Sentosa joint-venture project with Kajima Overseas Asia. As Group General Manager, Mr Yang will be involved in strengthening the management of the Group's specialised subsidiaries under TSES. In addition, Mr Yang will work towards establishing the TSES brand, focus on yielding synergies from the various subsidiaries, whilst prospecting for overseas opportunities to scale the business.

Mr Pek Zhi Kai, Manager (Business Development), Chang De Investment Private Limited

Mr Pek Zhi Kai joined Tiong Seng under Steeltech in 2018, and led the establishment of the MET team. Under Mr Pek, the team won a tender to deliver the world's largest timber project by volume. Having displayed strong business acumen in his ventures with Steeltech, Mr Pek will play a key role in deepening CDI's focus in strategic sectors (e.g. commercial, industrial) and optimising the deployment of asset value creation and capital recycling mechanisms.

Any further material developments on the Group's corporate initiatives will be announced to shareholders accordingly via SGXNet.

**BY ORDER OF THE BOARD
TIONG SENG HOLDINGS LIMITED**

Pek Lian Guan
Executive Director and CEO
10 December 2019