

**WORKPLACE INCIDENT AT WORKSHOP PREMISE**

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The Board of Directors (the “Board”) of Hiap Seng Industries Limited (the “Company”, and together with its subsidiaries, the “Group”) deeply regrets to inform that a fatal workplace accident involving an employee of its wholly-owned subsidiary, Hiap Seng Engineering Ltd (“HSEL”), occurred at its workshop premise on 30 August 2025.

The relevant authorities have been notified, and investigations into the incident are currently ongoing. HSEL is cooperating fully with all parties involved in the investigation.

The Group is deeply saddened by this tragic event and wishes to extend its heartfelt sympathies to the family of the deceased. HSEL is in contact with the family to offer support during this difficult time.

The safety and well-being of all employees across the Group is of paramount importance. The Group maintains a robust and comprehensive safety management system, which encompasses regular training, scheduled audits, and strict adherence to established workplace safety protocols.

This incident serves as a solemn reminder of the critical importance of vigilance, discipline, and accountability in maintaining a safe working environment. The Group remains firmly committed to strengthening its safety culture and will take all necessary measures to prevent the recurrence of such incident.

The Group will provide further updates should there be any material developments.

BY ORDER OF THE BOARD

Khua Kian Hua  
Executive Director

31 August 2025