Company Announcement

BOUSTEAD SCRIP DIVIDEND SCHEME – ALLOTMENT AND ISSUE OF NEW SHARES

SINGAPORE, 28 SEPTEMBER 2026

The Board of Directors (the "Board") of Boustead Singapore Limited (the "Company") refers to the previous announcement made on 25 May 2026 and 12 August 2026 in relation to the application of the Boustead Scrip Dividend Scheme (the "Scrip Dividend Scheme") to the final and special tax-exempt (one-tier) dividends of four (4) Singapore cents per ordinary share ("Share") and four and half (4.5) Singapore cents per Share respectively of the Company for the financial year ended 31 March 2026 (the "Dividends").

The Board is pleased to announce that 13,014,530 new Shares ("New Shares") have been allotted and issued at an issue price of S$1.76 per New Share to eligible Shareholders who have elected to participate in the Scrip Dividend Scheme ("Participating Shareholders"), in respect of the Dividend.

The New Shares (credited as fully paid) were allotted and issued on 24 September 2026 to the Central Depository (Pte) Limited ("CDP") (for credit to the respective securities accounts of Participating Shareholders maintained with CDP) and to Participating Shareholders who are registered in the Register of Members of the Company. The New Shares will rank pari passu in all respects with the existing Shares of the Company.

Following the issue of the New Shares, the number of issued and paid-up Shares (excluding treasury shares) of the Company has increased from 504,432,396 Shares to 517,446,926 Shares.

The Company has applied to the Singapore Exchange Securities Trading Limited ("SGX-ST") for the listing and quotation of the New Shares and the New Shares are expected to be listed and quoted on the Official List of the SGX-ST on or around 28 September 2026.

Eligible Shareholders who did not elect to participate in the Scrip Dividend Scheme, Participating Shareholders who had not properly completed and returned the Notices of Election to the Company or CDP, as the case may be, by 5.00 p.m. on 8 September 2026, and overseas Shareholders who did not provide registered addresses in Singapore to the Company, c/o the Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., or CDP, as the case may be, will receive their respective entitlements to the Dividends in cash on 28 September 2026.

-- END OF COMPANY ANNOUNCEMENT --

By Order of the Board

Tay Chee Wah
Company Secretary

About Boustead Singapore Limited

Established in 1828, Boustead Singapore Limited (SGX:F9D) is a progressive global Infrastructure-Related Engineering and Technology Group listed on the SGX Mainboard.

As Singapore's oldest continuous business organisation, we focus on the niche engineering and development of key infrastructure to support sustainable shared socio-economic growth. Our strong suite of engineering services under our Energy Engineering Division and Real Estate Solutions Division centres on energy infrastructure and smart, eco-sustainable and future-ready real estate developments.

In addition, we provide technology-driven transformative solutions to improve the quality of life for all walks of life. Our Geospatial Division provides professional services and exclusively distributes Esri ArcGIS technology – the world's leading geographic information system, smart mapping and location analytics enterprise platform – to major markets in the Asia Pacific. The enterprise platform develops digital infrastructure solutions and digital twins, empowering intelligent choices for nations, cities and communities and helps them address complex challenges both locally and globally. Enhanced planning and stewardship of vital infrastructure and resources are essential for ensuring economic resilience, safeguarding the environment and maintaining social accountability. Our Healthcare Division provides innovative medical solutions that address age-related chronic diseases and mobility issues, with a focus on rehabilitative care and sports science in the Asia Pacific.

With a vast global network stretching across Asia, Australia, Europe, Africa and the Americas, we are ready to serve the world. To date, we have an installed project base in 95 countries and territories globally.

Over the years, we have been a recipient of many reputable awards including the prestigious Forbes Asia 200 Best Under A Billion Award. In 2019, we were awarded the Most Transparent Company Award and Sustainability Award (Runner-Up) by the Securities Investors Association (Singapore). Between 2020 to 2025, we also ranked among Singapore's Best Employers, Singapore's Fastest Growing Companies, Asia-Pacific High-Growth Companies and Fortune Southeast Asia 500. We were also honoured with the Corporate Excellence & Resilience Award at the Singapore Corporate Awards 2021 Special Edition.

Visit us at **www.boustead.sg**.

Contact Information

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