

13th October 2025

**Official Notice
Leadership Transition**

Dear Stakeholders,

We wish to inform you that Mr. Spencer Chia, our Group Chairman, has stepped down from his role with effect from 1 October 2025 due to personal reasons. He will, however, continue to serve the Group as Advisor, providing counsel and support where needed.

We extend our sincere appreciation to Mr. Chia for his invaluable contributions and dedicated service to the Group.

We are pleased to announce the appointment of Ms. Irene Khor as the new Group Chairman & Chief Executive Officer, effective immediately. Irene brings with her extensive experience in the renewable energy sector and a proven track record in driving large-scale projects, securing over 10 MWp of installations within three years. She has also been instrumental in transforming the Gainmax Group of businesses, fostering sustainable growth and operational excellence.

Irene's leadership is marked by visionary thinking, collaboration, and strong stakeholder engagement. With her clear strategic direction, she is well-positioned to lead Gainmax into its next phase of growth. The Group is confident that under her leadership, the group will continue to strengthen its market position and unlock new opportunities for long-term success.

We thank you for your continued trust and support as we embark on this exciting new chapter under Irene's leadership.

Yours sincerely,

Irene Khor (Ms)
Group Chairman & Chief Executive Officer
Gainmax Group Pte Ltd

Our Subsidiaries

GAINMAX
Construction & Engineering
Pte Ltd

GAINMAX
Innovation & Technology
Pte Ltd

GAINMAX
Consultancy & Partnership
Pte Ltd

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