



ANNUAL REPORT 2025

CFM HOLDINGS LIMITED
Registration No.: 200003708R

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PROXY FORM

This Annual Report has been reviewed by the Company's sponsor, Novus Corporate Finance Pte. Ltd. (the "Sponsor"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "Exchange") and the Exchange assumes no responsibility for the contents of this Annual Report, including the correctness of any of the statements or opinions made, or reports contained in this Annual Report.

The contact person for the Sponsor is Ms. Lin Huiying at 7 Temasek Boulevard, #04-02 Suntec Tower 1, Singapore 038987, telephone (65) 6950 2188.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Ip Kwok Wing

Executive Chairman

Lim Fong Li Janet

Chief Executive Officer

Lim Chi Yuin Clarence

Lead Independent Director

Lin Sijia

Independent Director

Raj Kamal s/o Abdul Rasheed

Independent Director

AUDIT COMMITTEE

Lin Sijia (Chairperson)

Lim Chi Yuin Clarence

Raj Kamal s/o Abdul Rasheed

NOMINATING COMMITTEE

Raj Kamal s/o Abdul Rasheed

(Chairman)

Lin Sijia

Lim Chi Yuin Clarence

Lim Fong Li Janet

REMUNERATION COMMITTEE

Lim Chi Yuin Clarence (Chairman)

Lin Sijia

Raj Kamal s/o Abdul Rasheed

AUDITORS

Baker Tilly TFW LLP

Chartered Accountants of Singapore

600 North Bridge Road

#05-01 Parkview Square

Singapore 188778

Partner: Ng Wei Lun

(appointed since financial year ended

30 June 2021)

COMPANY SECRETARIES

Goh Xun Er (ACS, ACG)

Cheok Hui Yee (ACS, ACG)

REGISTERED OFFICE

4008 Ang Mo Kio Avenue 10

#04-22 Techplace 1

Singapore 569625

Tel: +65 6481 2888

Email: irc@cfmholdings.com

SHARE REGISTRAR

In.Corp Corporate Services Pte. Ltd.

36 Robinson Road

#20-01 City House

Singapore 068877

PRINCIPAL BANKERS

RHB Bank Singapore

DBS Bank Ltd

CONTINUING SPONSOR

Novus Corporate Finance Pte. Ltd.

7 Temasek Boulevard

#04-02 Suntec Tower 1

Singapore 038987

CORPORATE PROFILE

Established since 1979, CFM has evolved into a customer-focused manufacturer providing metal stamping services, design, fabrication and the sale of tool-and-die used for the manufacturing of stamped metal components. Backed by production facilities in Malaysia, the Slovak Republic and People's Republic of China, our Group supports a customer base of MNCs.

CFM reached an important milestone in our corporate history with the launch of our Initial Public Offering on 16 January 2004.

In FY2015, the Group expanded into trading in disposable and wearables for use in pharmaceutical, cleanroom, bio-medical, laboratories and hospitals.

Today, the Group serves customers in the electronics industry as well as customers from the automotive, telecommunication, technology, M&E industries and pharmaceutical industries.



VISION

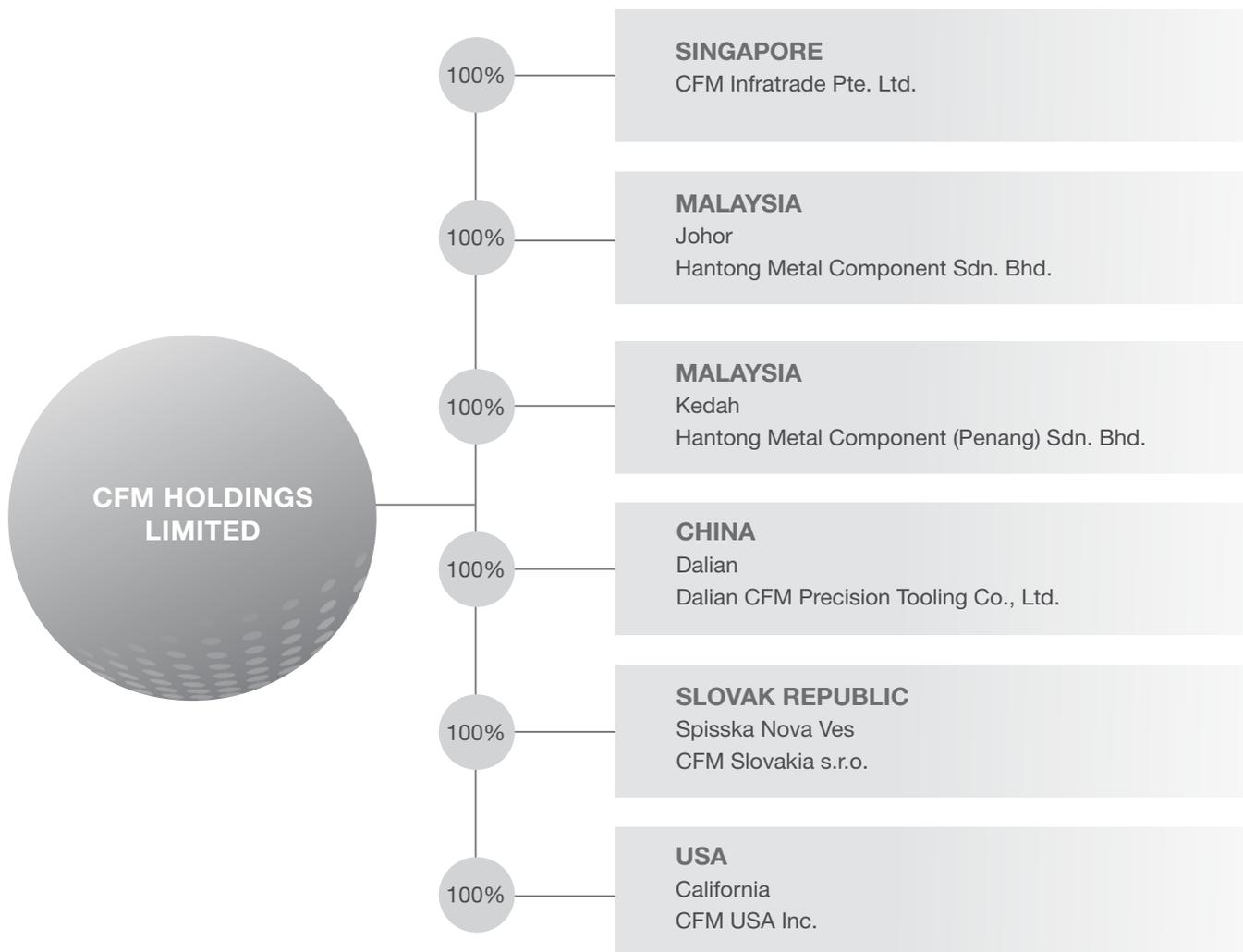
CFM envisions being a global business name that delivers quality, performance, integrity, teamwork & innovation to the satisfaction of its customers.



MISSION

We aim to deliver high quality components to our customers by implementing stringent process control and deliver at the lowest cost possible. We strive to constantly upgrade our skills and keep abreast with technological advancement to satisfy and go beyond customers' requirements.

CORPORATE STRUCTURE



OUR GLOBAL FOOTPRINT

CFM HOLDINGS LIMITED

4008 Ang Mo Kio Avenue 10,
#04-22 Techplace 1, Singapore 569625
Tel: +65 6481 2888
Email: irc@cfmholdings.com
www.cfmholdings.com

PRINCIPAL SUBSIDIARIES

SINGAPORE

CFM Infratrade Pte. Ltd.

PEOPLE'S REPUBLIC OF CHINA

Dalian CFM Precision Tooling Co., Ltd.

Room 1-1A
No. 99, Huai He Zhong Road,
Dalian Economic Development Zone,
116600, Dalian,
People's Republic of China

SLOVAK REPUBLIC

CFM Slovakia, s.r.o.

Radlinskeho 17, 052 01, Spisska Nova
Ves, Slovak Republic

Hantong Metal Component Sdn. Bhd.

No. 4 Jalan Haji Sa'at, Sungai Tiram,
81800 Ulu Tiram, Johor, Malaysia

Hantong Metal Component (Penang) Sdn. Bhd.

Lot 83 & 84, Jalan 1/8 PKNK, Kawasan
Perindustrian Sungai Petani,
08000 Sungai Petani, Kedah, Malaysia

CHAIRMAN'S STATEMENT

DEAR SHAREHOLDERS,

On behalf of the Board of Directors, I am pleased to present the annual report of CFM Holdings Limited (the “**Company**”) together with its subsidiaries (the “**Group**”), for the financial year ended 30 June 2025 (“**FY2025**”).

We have been in the metal stamping business for over fifty years. We have navigated through numerous global events during this time: the conclusion of the Cold War, various regional conflicts of different magnitude, major social movements, the emergence of globalisation, technological innovations, the SARS pandemic, the COVID-19 pandemic and more recently, the emerging new global trade norms.

We believe that while the current economic conditions may be challenging, we are optimistic that an increase in consumer sentiment when the trade norms are gotten used to will see an increase in revenue in some segments in which the group operates.

We hereby share the performance of our FY2025 Group:-

GROUP'S PERFORMANCE

The Group reports a revenue of S\$24.72 million, 16.37% lower than FY2024's S\$29.56 million. This was mainly due to a drop in orders from various customers.

Gross profit was recorded at S\$5.14 million, compared to S\$8.12 million in FY2024, 36.70% lower mainly due to lower customers' orders that provides higher profit margin.

The Group's loss after tax was S\$327,000, compared to a profit after tax of S\$1.80 million in FY2024. This was mainly due to lower gross profit in FY2025.

OUTLOOK

Local pressures due to increased ASEAN trade, shifting production from Singapore and its neighboring states to regions with more highly skilled workers will cause localised economic fluctuations. Implementing effective strategies, managing resources prudently, rightsizing our operations will allow the Group to navigate this period of turbulence and uncertainty.

APPRECIATION

I want to extend my appreciation to all shareholders, customers, suppliers, professional service providers, and staff members for their steadfast support.

I also thank the Board for their valuable contributions.

IP KWOK WING
EXECUTIVE CHAIRMAN

BOARD OF DIRECTORS

MR. IP KWOK WING EXECUTIVE CHAIRMAN

Mr. Ip Kwok Wing (“**Mr. Ip**”) is the Executive Chairman of our Group. Together with Mdm. Lim Fong Li Janet, Mr. Ip was a co-founder of our Group in 1979, and has been appointed as Managing Director since the incorporation of our Company. Mr. Ip was first appointed to the Board on 28 April 2000. He was last re-elected on 28 October 2022.

Mr. Ip is responsible for the Group’s strategic planning and development of new products and markets. He has been spearheading all the expansion and growth of our Group. He began his career in metal stamping, tool & dies fabrication and has an aggregate of more than 40 years of working experience in the metal stamping and tooling industries.

He will be standing for re-election in this upcoming AGM and his present and past years’ directorships can be found in the section titled “Additional Information on Directors Seeking Re-election” in this Annual Report.

MDM. LIM FONG LI JANET CHIEF EXECUTIVE OFFICER

Mdm. Lim Fong Li Janet is the Chief Executive Officer (“**CEO**”) of our Group. Assisted by the Chief Financial Officer, she oversees day-to-day operations, finance and general management of our Group. She was first appointed to the Board on 28 April 2000. She was last re-elected on 26 October 2023.

She is a member of the Nominating Committee.

She holds a Bachelor of Science in Business Administration from the University of Wales and a Master’s in Marketing Communication from the University of Canberra.

MR. LIM CHI YUIN, CLARENCE LEAD INDEPENDENT DIRECTOR

Mr. Lim Chi Yuin, Clarence (“**Mr. Lim**”) is the Lead Independent Director, Chairman of the Remuneration Committee, and a member of Nominating Committee and Audit Committee.

Mr. Lim has more than 10 years of experience as an Operations Director and Executive Director of RGIS Singapore Pte. Ltd., RGIS Malaysia Sdn. Bhd., RGIS Hong Kong Ltd and RGIS Taiwan LLC. He has a strong track record in managing diverse business operations across Southeast Asia and Greater China, navigating varying business and cultural landscapes. His responsibilities span across Sales, Operations, and Administration.

He graduated with a Bachelor of Engineering in Mechanical Engineering (Honours) from Nanyang Technological University.

He was appointed to the Board on 10 February 2025. He will be standing for re-election in the upcoming AGM and his present and past years’ directorships can be found in the section titled “Additional Information on Directors Seeking Re-election” in this Annual Report.

BOARD OF DIRECTORS

MS. LIN SIJIA INDEPENDENT DIRECTOR

Ms. Lin Sijia (“**Ms. Lin**”) is an Independent Director and the Chairperson of the Audit Committee and a member of the Nominating Committee and Remuneration Committee.

Ms. Lin has more than 17 years of experience in financial services, financial market operations and international trade finance. She has worked extensively with products including structured trade finance, core trade finance, commodity finance, supply chain finance, project finance, loans, foreign exchange, markets and credit risk management.

She is currently serving at Australia and New Zealand Banking Group Ltd (“**ANZ**”) as Head of Trade Asset Management and Executive Director of Transaction Banking, where she oversees and manages a global team.

Ms. Lin also serves as a member of the South-East Asia Regional Committee (“**SEARC**”) under the International Trade and Forfeiting Association (“**ITFA**”), which represents the rights and interests of banks, financial institutions and service providers involved in trade risk and asset origination and distribution within Southeast Asia. To facilitate the expansion of global trade and trade finance, the organisation provides an avenue for networking within the professional community, disseminates knowledge and provides education, attracts new skills and talent to the trade finance industry, promotes transparency and safety within the industry and collaborates with partner associations across the industry to advance the interests of its members with regulators and legislators.

She graduated with a Bachelor of Arts in Economics and Finance (First Class Honours) from University of Keele and a Master of Science in Finance and Financial Law (Merit) from the School of Oriental and African Studies (University of London).

She was appointed to the Board on 10 February 2025. She will be standing for re-election in the upcoming AGM and her present and past years’ directorships can be found in the section titled “Additional Information on Directors Seeking Re-election” in this Annual Report.

DR. RAJ KAMAL S/O ABDUL RASHEED INDEPENDENT DIRECTOR

Dr. Raj Kamal s/o Abdul Rasheed (“**Dr. Raj**”) is an Independent Director and the Chairman of the Nominating Committee and member of the Audit Committee and the Remuneration Committee.

Currently, he is the director, art practitioner and educator with The Lucid Umbrella Pte. Ltd. He is also an adjunct faculty / lecturer with Kaplan Singapore (RMIT and Murdoch University), Singapore Institute of Technology (Culinary Institute of America) and Management Development Institute of Singapore. He teaches disciplines such as thermal & fluid engineering, manufacturing & product design, mathematical modelling, research & project management and statistics in these universities.

Dr. Raj graduated from Nanyang Technological University with a Doctor of Philosophy (Mechanical Engineering) and Bachelor of Engineering (Mechanical Engineering). He is also a member and accredited director of Singapore Institute of Directors.

He was appointed to the Board on 1 September 2025. He will be standing for re-election in the upcoming AGM and his present and past years’ directorships can be found in the section titled “Additional Information on Directors Seeking Re-Election” in this Annual Report.

KEY MANAGEMENT PERSONNEL

MR. KENNETH IP YEW WA CHIEF OPERATING OFFICER

Mr. Kenneth Ip Yew Wa (“**Kenneth**”) joined the Group on 16 June 2010 and is currently the Chief Operating Officer of the Company. He is also the General Manager of Hantong Metal Component (Penang) Sdn. Bhd. and Executive Officer of CFM Slovakia s.r.o.. Prior to joining the Group, Kenneth was a Marketing Executive in various corporations and a tooling designer in an MNC.

Kenneth obtained his Bachelor’s Degree in Mechanical Engineering from Nanyang Technological University.

MS. TAN LAY LEE CHIEF FINANCIAL OFFICER

Ms. Tan Lay Lee (“**Ms. Tan**”) joined the Group on 10 January 2020, assuming the role of Chief Financial Officer. In this capacity, she oversees all key financial matters of the Group.

Ms. Tan brings over 17 years of expertise in financial reporting and regulatory compliance. With more than 35 years of experience in financial reporting across various industries, including post-production, petrochemicals, education, and lifestyle services. She has previously held the position of Financial Controller at Mary Chia Holdings Limited and served as the Group Financial Controller at Informatics Education Limited. In these roles, she was responsible for managing all financial and accounting functions, as well as taxation and compliance for both organisations.

She is a Fellow member (“**FCA**”) of the Institute of Singapore Chartered Accountants (“**ISCA**”).

FY2025 – OPERATIONAL AND FINANCIAL REVIEW

REVENUE

The Group's revenue decreased by approximately S\$4.84 million, or 16.37%, from S\$29.56 million in FY2024 to approximately S\$24.72 million in FY2025. The metal stamping segment was the primary cause of the revenue decrease, with Europe, Malaysia and China being the contributors.

GROSS PROFIT

The Group's gross profit decreased by approximately S\$2.98 million, or 36.70%, from S\$8.12 million in FY2024 to approximately S\$5.14 million in FY2025. The decrease in gross profit was largely contributed by lower customers' orders that provides higher profit margin.

OTHER INCOME

Other income decreased by approximately S\$75,000 from S\$539,000 in FY2024 to S\$464,000 in FY2025, mainly due to decrease in gain on disposal of assets, lower interest income, and absence of net gain in foreign exchange. The decrease was partially offset by higher government grants.

MARKETING AND DISTRIBUTION EXPENSES

Marketing and distribution expenses decreased slightly from approximately S\$328,000 in FY2024 to approximately S\$282,000 in FY2025 due to lower marketing expenses and the redeployment of staff within certain subsidiaries for more manpower efficiency.

ADMINISTRATIVE AND OTHER EXPENSES

Administrative and other expenses decreased from approximately S\$5.39 million in FY2024 to approximately S\$5.12 million in FY2025 due to lower directors' and staff bonuses, offset by higher professional fees, higher general expenses, higher loss on disposal of plant, property and equipment and higher lease rentals.

FINANCE COSTS

Finance costs decreased from S\$149,000 in FY2024 to approximately S\$116,000 in FY2025, mostly because of mortgage loans being settled.

TAX EXPENSE

The tax expense for the year is approximately S\$408,000 in FY2025 compared to approximately S\$1.13 million in FY2025, due to a lower operational profit for the metal stamping segment.

LOSS FOR THE FINANCIAL YEAR

The Group reported a loss after tax, mainly due to a 16.37% decline in revenue and hence a 36.70% decrease in gross profit. Loss after tax is approximately S\$327,000 for FY2025 as compared to a profit after tax of approximately S\$1.80 million for FY2024.

NON-CURRENT ASSETS

The decrease in property, plant and equipment from approximately S\$6.47 million in FY2024 to S\$5.69 million in FY2025, mainly due to two leasehold property units that are reclassified as being non-current asset classified as held for sale, amounting to S\$2.04 million. During the year, there were additions of property, plant and equipment amounting to approximately S\$2.03 million, offset by a depreciation charge of approximately S\$951,000 for the financial year.

At the Company level, investment in subsidiaries was S\$17.28 million as of 30 June 2024 but decreased to S\$9.52 million due to net impairment loss of S\$430,000 being recorded and the write off of S\$7.34 million due to the striking off of a subsidiary during the financial year.

Prepayments of S\$79,000 as at 30 June 2025 and S\$302,000 as at 30 June 2024 relate to the prepayments for purchase of property, plant & equipment.

FY2025 – OPERATIONAL AND FINANCIAL REVIEW

CURRENT ASSETS

Inventories decreased from approximately S\$4.06 million as at 30 June 2024 to approximately S\$3.60 million as at 30 June 2025, mainly due to lower restocking.

Trade receivables decreased from approximately S\$5.91 million as at 30 June 2024 to approximately S\$4.51 million as at 30 June 2025. The decrease was mainly due to the result of lower sales turnover.

Other receivables and prepayments consist mainly of deposits and prepayments. Other receivables increased by approximately S\$51,000 from approximately S\$235,000 as at 30 June 2024 to approximately S\$286,000 as at 30 June 2025, mainly due to the placement of a security deposit for new premises, and prepayment to vendors.

CASH AND BANK BALANCES

Cash and bank balances decreased from S\$13.99 million as at 30 June 2024 to S\$13.43 million as at 30 June 2025. This was mainly due to payment to suppliers and expenses.

CURRENT LIABILITIES

Trade payables decreased from approximately S\$2.56 million as at 30 June 2024 to approximately S\$2.12 million as at 30 June 2025. This was mainly due to prompt payment to vendors.

Contract liabilities increased from S\$30,000 as at 30 June 2024 to S\$143,000 as at 30 June 2025 due to increase in advances received.

Other payables decreased from approximately S\$2.73 million as at 30 June 2024 to approximately S\$2.16 million as at 30 June 2025 mainly due to settlement of accrued expenses and lower provisions for employee related expenses.

BORROWINGS AND LEASES

Total borrowings and lease liabilities for the Group decreased from S\$2.95 million as at 30 June 2024 to S\$2.85 million as at 30 June 2025. This was mainly due to repayment of a mortgage loan and termination and maturity of leases during the financial year.

REVIEW OF CONSOLIDATED STATEMENT OF CASH FLOWS

There was net cash generated from operating activities of approximately S\$1.21 million in FY2025 as compared to net cash generated from operating activities of approximately S\$3.46 million in FY2024.

The operating cash flow before working capital changes decreased from approximately S\$3.47 million in FY2024 to approximately S\$851,000 in FY2025. This resulted from lower Group's operating profit before tax of approximately S\$81,000 in FY2025 and was offset by higher depreciation, lower gain on disposal of property, plant and equipment, lower interest income, lower inventories write-down, higher inventories write-back, lower inventories written off, lower interest expenses, net impairment losses of financial assets and lower unrealised foreign currency exchange gain.

Cash generated from operations decreased from approximately S\$4.49 million in FY2024 to approximately S\$1.93 million in FY2025. This is mainly due to lower changes in inventories, lower changes in receivables, lower

changes in payables and contract liabilities, and lower foreign currency translation adjustments in FY2025 as compared to FY2024.

Net cash generated from investing activities was approximately S\$121,000 in FY2025. This was mainly due to the purchase of property, plant & equipment and intangible assets of approximately S\$1.41 million and S\$26,000 respectively, which was offset by proceeds from the disposal of property plant and equipment of S\$8,000 and the cash proceeds from the maturation of fixed deposit of S\$1.55 million.

Net cash used in financing activities was approximately S\$671,000 in FY2025, and is mainly attributable to:

- repayment of borrowings of S\$215,000;
- payment on lease liabilities of S\$247,000
- interest payment of S\$116,000; and
- placement of fixed deposit pledged with financial institution of S\$94,000.

As a result of the above, the Group's cash and cash equivalents increased to approximately S\$11.20 million as at 30 June 2025 from approximately S\$10.31 million as of 30 June 2024.

SUBSEQUENT DEVELOPMENTS

Subsequent to the finalisation of the Group's audit for FY2025, the Group reported a slightly higher loss as compared to the unaudited financial statements announced on 27 August 2025. This is due to under recognition of unrealised foreign exchange loss from a Malaysia subsidiary.

SUSTAINABILITY REPORT

BOARD'S STATEMENT

The Board of Directors (“**Board**”) of CFM Holdings Limited (“**CFM**”) and its subsidiaries (collectively, the “**Group**”) is delighted to publish our sustainability report for the fiscal year ending 30 June 2025 (“**FY2025**” or “**Reporting Period**”). This is the first year we are disclosing information based on the IFRS Sustainability Disclosure Standards (“**IFRS SDS**”) which is the new sustainability disclosure standards issued by the International Sustainability Standards Board (“**ISSB**”).

CFM Holdings Limited has been listed on the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) since 16 January 2004 and is headquartered in Singapore.

The Group’s primary locations include Singapore, Malaysia, China, and the Slovak Republic. We approach our existing key stakeholders proactively, increasing engagement efforts to strengthen relationships and set the groundwork for future revenue development. We currently supply metal stamping services, design and fabricating engineering tools for the automobile, telecommunication, technology, M&E and pharmaceutical industries. Our customers are largely MNCs.

This sustainability report describes the Group’s approach to developing a sustainability governance structure, developing sustainable business strategies, and establishing processes to identify and monitor material topics, including a mechanism for reviewing and updating the material topics on a regular basis via materiality assessments.

VISION

CFM envisions being a globally recognised business name that delivers quality metal components, cleanroom products, and related services while striving to operate sustainably by adopting sustainable practices. For example, we have installed and are continuing to install solar panels at our factories and purchase decarbonised materials where possible so as to reduce our carbon footprint.

Our vision statement reflects a strong dedication to being the leader in the metal stamping industry, and the supply of tools, dies and cleanroom goods. To support this aim, we have endeavoured to foster a culture of teamwork and innovation among our employees.

Over the years, the Group has continuously embraced this goal and received strong support from key stakeholders.

MISSION

Our objective is to provide our customers with high-quality metal components, cleanroom goods, and services while adhering to strict process controls, at the most reasonable pricing. When purchasing various types of metals and cleanroom products, we are careful to ensure the responsible sourcing of materials, and take into account their environmental and social impact on our stakeholders. We strive to source sustainable and ecologically friendly metals and cleanroom supplies whenever possible. This is part of the Group’s efforts to create a sustainable firm that protects the environment. By implementing sustainable practices, we increase our competitiveness, strengthen stakeholder relationships, and create long-term value for our shareholders.

In addition, we seek to consistently improve the abilities of our staff and management team while staying current with technology advances in order to meet the needs of our stakeholders. The Group reviews the businesses regularly to increase its competitiveness and operational efficiencies. During FY2025, the Group conducted a refresh exercise on its old machinery, selling it to second-hand dealers and scrap metal organisations and obtained new machinery that is more advanced technologically. The Group believes that this will improve operational efficiency, decreasing resource usage while continuing to meet the expectations of our clients.

The Board thanks the Company’s stakeholders for their strong support over the years.

Board of Directors

14 October 2025

SUSTAINABILITY REPORT

ABOUT THIS REPORT

CORPORATE PROFILE AND REPORTING SCOPE IFRS S1.72; IFRS S1.20; IFRS S1.B38

The sustainability report, covering the financial year starting 1 July 2024 and ended 30 June 2025, covers all operating entities within the Group, namely:

COMPANY	COUNTRY	BUSINESS
CFM Holdings Limited. (Listco)	Singapore	Investment holding company
CFM Infratrade Pte. Ltd.	Singapore	Trading and supplying disposable and wearable for use in clean room, bio-medical, laboratories and hospitals
Hantong Metal Component Sdn. Bhd.	Malaysia	Manufacturing of precision metal stamped components and toolmaking
Hantong Metal Component (Penang) Sdn. Bhd.	Malaysia	Manufacturing of precision metal stamped components and toolmaking
CFM Slovakia s.r.o	Slovakia	Manufacturing of precision metal stamped components and toolmaking
Dalian CFM Precision Tooling Co., Ltd.	China	Manufacturing and precision metal stamped components and toolmaking

The four business segments of the Group are metal stamping, tools, components and parts and cleanroom products with its head office anchored in Singapore. IFRS S1.32

This report was prepared in accordance with Rules 711A and 711B of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Manual Section B: Rules of Catalist (the “**Catalist Rules**”), the guidelines outlined in SGX-ST’s Practice Note 7F Sustainability Reporting Guide and SGX-ST’s Core Environment, Social and Governance (“**ESG**”) Metrics.

REPORTING FRAMEWORKS AND STANDARDS IFRS S1.55(A); IFRS S1.22 IFRS S1.E1; IFRS S1. E3

Reporting Framework

This report has been prepared with reference to the Global Reporting Initiative (“**GRI**”) standards. The Group has selected the GRI Standards as it is a globally recognised sustainability reporting standard and is widely adopted internationally.

The Group applies the GRI Standards as the foundational framework for its sustainability reporting, with a focus on the GRI General Disclosures and topic-specific standards most relevant to its operations. These include disclosures related to environmental impacts, social practices, and governance structures. The Group adopts a materiality-based approach in line with GRI principles, reporting on topics that are considered material to stakeholders and the business.

In addition, the Group has incorporated the elements of the IFRS Sustainability Disclosure Standards (“**IFRS SDS**”) issued by International Sustainability Standards Board (“**ISSB**”), namely: IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* (“**IFRS S1**”) and IFRS S2 *Climate-related Disclosures* (“**IFRS S2**”). While it is currently not mandatory to adopt these two standards, the Group is disclosing this on a voluntary basis as the climate-related disclosure requirement is mainly in the IFRS S2.

As this is the Group’s first year adopting the IFRS SDS as applicable for climate-related disclosures, there will be no comparative information for the prior financial year. This is a transitional relief. Any prior year information in this report was in accordance to the GRI Standards but not IFRS SDS.

This blended application of GRI and IFRS standards enables the Group to ensure both stakeholder relevance and financial materiality, in view of the evolving sustainability reporting landscape.

SUSTAINABILITY REPORT

REPORTING PERIOD AND FREQUENCY IFRS S1.64; IFRS S1.24

The sustainability report is released annually alongside with the annual report and it covers the twelve-month period from 1 July 2024 to 30 June 2025, unless otherwise stated. Any value reported in this report is in Singapore dollars, the Group's reporting currency.

RESTATEMENTS

No restatements were made from the previous report.

INTERNAL REVIEW AND EXTERNAL ASSURANCE IFRS S1.50(C)

In compliance with Catalist Rule 711B, the Group's sustainability reporting process has been reviewed by its internal auditors, PKF-CAP Risk Consulting Pte Ltd ("**PKF**"), in which the Group used internal data monitoring and verification provided by PKF, so as to ensure the accuracy of this sustainability report. While the contents of this sustainability report have not been externally verified by third parties, the present sustainability reporting approach has undergone internal evaluation. Although the Group has not secured external assurance for FY2025, it aims to do so in the future.

FEEDBACK

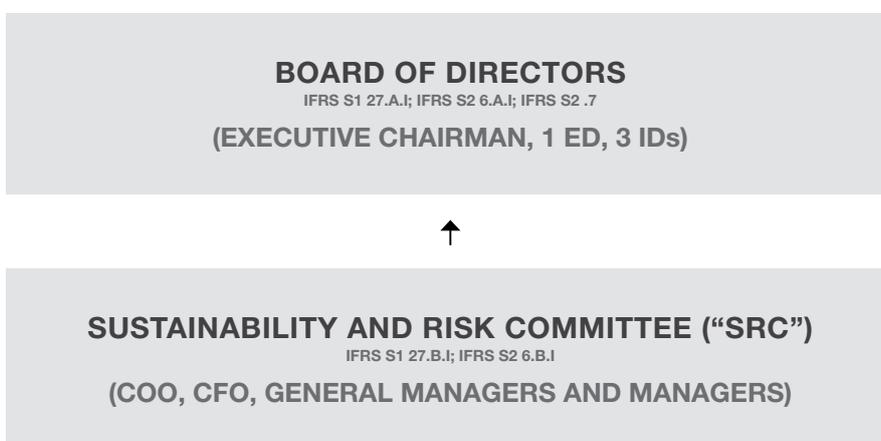
We appreciate and cherish your input, ideas, and opinions about our sustainable practices as they help us improve our approaches, systems, and performance. You are welcome to provide feedback on our sustainability efforts by emailing us at irc@cfmholdings.com.

SUSTAINABILITY REPORT

SUSTAINABILITY GOVERNANCE

A strong governance framework guides our Group's commitment to a sustainable business. The Sustainability and Risk Committee ("**SRC**") manages the Group's overall sustainability plans and efforts. The SRC is led by the Chief Operating Officer ("**COO**") and Chief Financial Officer ("**CFO**"), who are assisted by general managers and managers.

The Board of Directors advises and oversees sustainability strategy, governance, and performance goals. The SRC is in charge of formulating, assessing, and implementing sustainability plans, which include performing materiality assessments and establishing targets and goals for the Group's sustainability initiatives. The SRC reports to the Board and is in charge of collecting, verifying, monitoring, and reporting performance data for this Sustainability Report.



BOARD OF DIRECTORS

The Board of Directors (the "**Board**") has overall responsibility for the Group's sustainability issues and effects. The Board has oversight on the development of sustainability strategies and implementation process and provides oversight of governance and risk management matters.

The Board are appropriately trained on the sustainability matters. In FY2023, the Executive Directors, Mr. Ip Kwok Wing and Mdm. Lim Fong Li Janet completed the mandatory SGX sustainability training. Similarly, in FY2025, the newly appointed Independent Directors had completed the mandatory SGX sustainability training.

SUSTAINABILITY AND RISK COMMITTEE

The Sustainability and Risk Committee ("**SRC**") oversees the Group's sustainability-related risks and opportunities and manages the impacts associated with the relevant material topics.

The SRC's responsibilities are to:-

- i. Review key material topics, sustainability performance, and the setting of targets and goals
- ii. Consider sustainability topics when implementing operational plans
- iii. Identify and assess climate-related risks and opportunities
- iv. Review, implement and execute approved sustainability strategies
- v. Review the effectiveness of risk management strategies

The SRC is also responsible for managing the Group's decarbonisation effort, so as to minimise the Group's impact on the environment.

SUSTAINABILITY REPORT

KEY STAKEHOLDERS

Using an internal stakeholder mapping process, the Group carefully identified six important categories of stakeholder groups who are or will potentially be affected by the Group's operations. The Group prioritises engagements with these stakeholder groups because of their major impact on the Group's business operating environments and sustainability initiatives. These stakeholder groups include shareholders, investors, customers, suppliers, local communities, employees, the government and regulators. The Group understands the importance of our key stakeholders.

As we strive to manage our business more sustainably, we believe that it is critical that we engage our stakeholders and consider their interests in our decision-making processes. We continually engage our stakeholders through the following channels and activities:

KEY STAKEHOLDERS	KEY CONCERNS	STAKEHOLDERS ENGAGEMENTS	FREQUENCY
Shareholders & Investors	<ul style="list-style-type: none"> • Profitability • Integration of ESG considerations in business decisions • Business strategy • Timely release of results • Corporate governance 	<ul style="list-style-type: none"> • Annual general meeting • Annual report • Results announcements via SGXNet • Announcements via SGXNet 	<ul style="list-style-type: none"> • Annually • Semi Annually • As and when required
Customers	<ul style="list-style-type: none"> • Product quality and service reliability • Competitive Pricing • GRI/TCFD/*EU CBAM compliance 	<ul style="list-style-type: none"> • Customers' Feedback • Face to face meeting with key customers • Informal dialogues • Discussions via calls and emails 	<ul style="list-style-type: none"> • As and when required
Suppliers	<ul style="list-style-type: none"> • Product quality • Competitive Pricing • GRI/TCFD/EU CBAM compliance • Compliance with terms and conditions provided in the contracts 	<ul style="list-style-type: none"> • Face to face meetings with all suppliers • Discussions via calls and emails 	<ul style="list-style-type: none"> • As and when required • Ongoing
Local Communities	<ul style="list-style-type: none"> • Environmental activities 	<ul style="list-style-type: none"> • Company's website which serves as a central hub of information and updates. It is also a channel by which the local community can give feedback to the Company 	<ul style="list-style-type: none"> • Ongoing • Annually
Employees	<ul style="list-style-type: none"> • Career advancement • Employee welfare and benefits • Timely delivery of products • Employees' health and safety 	<ul style="list-style-type: none"> • Annual appraisal • Annual compliance audit • Daily maintenance schedule for manufacturing sites • Employees' feedback • Continuing education program • Occupational Health & Safety • Periodic emergency drills 	<ul style="list-style-type: none"> • Annually • Ongoing • Periodic
Government and Regulators	<ul style="list-style-type: none"> • Timely reporting and compliance with relevant rules and regulations • Keeping abreast with new policies, guidelines and compliance 	<ul style="list-style-type: none"> • Participation in conferences seminars and workshops for updates in policies and regulations 	<ul style="list-style-type: none"> • As and when required

Note: *EU CBAM – EU Carbon Border Adjustment Mechanism

Membership associations

The Group is a member of the Singapore Business Federation.

SUSTAINABILITY REPORT

SUSTAINABILITY COMMITMENTS AND APPROACH

SUSTAINABILITY POLICY

The Group has determined that IFRS S1, IFRS S2, GRI standards, and the SGX-ST Core ESG Metrics are relevant to the Group's operations and have taken them into consideration when designing the Group's sustainability policy in relation to its main operational areas, namely manufacturing and cleanroom distribution.

We have identified the following factors as material topics to us, enabling us to shape our sustainability strategy throughout our organisation.

	MANUFACTURING	CLEANROOM
Environment	Energy consumption Water consumption Waste management	Energy consumption Water consumption
Social	Employee health and safety Employee training and development Diversity, equity and inclusion	Employee health and safety Employee training and development Diversity, equity and inclusion
Governance	Risk Management Policies and processes Enhanced sustainability reporting obligations	Risk Management Policies and processes Enhanced sustainability reporting obligations

The subsequent pages elaborate on the topics that the Group has recognised as material.

MATERIAL TOPICS

The Group identified its material topics via these 4 steps:-

- i. Stakeholder engagement
- ii. Identify factors with significant impact
- iii. Review ESG factors
- iv. Identify risks and opportunities associated with each sustainability topic

The Group conducted a thorough analysis of its business operations before identifying the relevant themes and carried out a materiality assessment by considering their impact on its stakeholders. The materiality assessment of the highlighted material factors were evaluated based on feedback from our valued stakeholders and carefully calibrated against GRI disclosures. The Group has identified 9 material factors across 3 pillars of sustainability – Environmental, Social and Governance.

SUSTAINABILITY REPORT

The following table summarises the material ESG topics:-

IMPACT IDENTIFIED UNDER GRI			RISK AND OPPORTUNITY UNDER IFRS SDS
MATERIAL TOPICS	SUMMARY OF KEY IMPACTS	SUMMARY OF MANAGEMENT APPROACH	CLIMATE-RELATED RISKS AND OPPORTUNITIES THAT COULD REASONABLY BE EXPECTED TO AFFECT THE GROUP'S PROSPECTS
Environment			
Energy and GHG emissions	Use of electricity, fuel and refrigerants in the group results in GHG emissions which contributes to climate change	Reduce energy and fuel usage by optimising energy efficiency	Increased usage causes weather to change Proper usage assists to reduce temperature
Waste	Improper disposal of waste from factories releases pollutant into the environment	To adopt refuse, reduce, recycle, reuse, - repair, repurpose, minimising waste concept	
Water	Water is a valuable and finite resource that must be managed responsibly	Promote water conservation and optimise water efficiency	Water disruption causes operations to stall
Social			
Health and safety	Promoting the well-being and safety of employees and workers is essential for protecting their fundamental human rights.	Ensure adherence to health and safety standards.	-
Diversity and equal opportunity	A supportive environment for diversity and inclusion enhances employee well-being and helps avoid discrimination.	Foster a welcoming environment and create chances for personal growth.	-
Employment training and development	Our employees' skills and competencies must be continuously updated to reflect changing business conditions and technologies. To draw in and keep the top people, it's also critical to engage staff.	Establish policies to protect workers' general well-being as well as chances for career progression and professional development.	-
Governance			
Anti-corruption and ethical business practices	The quality of goods and services may be harmed by corruption and unethical business activities, which may also result in breaking legal requirements.	Preserve the high standards outlined in the organisation's code of conduct for managers and staff, which includes a zero-tolerance policy for dishonesty and unethical acting.	-
Sustainable supply chain	Inefficient planning for procurement results in time loss and unnecessary shipment that contribute to rising temperature.	Engage employees and suppliers to enhance our value chain's environmental footprint and have a good social impact.	-

SUSTAINABILITY REPORT

RISK MANAGEMENT IFRS SDS

The Group's assessment process incorporates both internal and external inputs. Internally, this includes input from management and staff, while externally, we consider concerns related to physical climate changes, regulatory developments, and industry transitions that could impact the Group's operations.

The Group conducted a climate-related scenario exercise to evaluate the most relevant risks and opportunities. This analysis considered applicable legislation, regulatory trends, and market developments, ensuring the Group remains resilient and aligned with evolving requirements.

Risks and opportunities were assessed across two-time horizons and ranked according to their potential financial impact on the Group's asset portfolios in different geographies. Both quantitative and qualitative factors were considered in evaluating the nature, likelihood, and extent of these risks.

The Group's SRC is responsible for identifying, assessing, and documenting material impacts, including climate-related consequences. These risks are prioritised and addressed in conjunction with financial, operational, and compliance risks through the Group's overall risk management framework.

The Group performs an annual risk assessment which includes the identification of climate-related risks and opportunities. Continuous improvement is emphasised, with efforts to monitor critical developments and emerging risks that may impact the Group's long-term strategy and operations.

In recent years, the Group has been increasingly impacted by new market developments and climate legislation. This has led us to strengthen our risk assessment process by considering a wider range of possible climate scenarios and by keeping a closer watch on both regulatory/market changes and the physical impacts of climate change.

ENVIRONMENTAL

ENERGY AND EMISSIONS IFRS SDS

Energy Consumption across the Group

Electricity is essential to the Group's operations. Machinery, lighting, office equipment, reach-trucks, air conditioners and heaters are the Group's main energy consumers. Energy consumption is a key environmental and cost consideration in metal stamping, particularly in machinery and cooling systems. We aim to enhance operational efficiency through energy-saving equipment and digital monitoring tools.

Strategy

Our strategy is to reduce energy consumption as follows:-

- deployment of solar panels in a second factory in FY2026
- purchase energy-saving equipment and/or appliances, when needed
- regular servicing and maintenance of machinery
- planned usage of machinery to optimise outcomes and save energy
- air conditioning to be set at 25 degrees Celsius and above

SUSTAINABILITY REPORT

Energy Consumption in our operations in the Slovak Republic

In our assessment of the impact of global climate changes on our operations, we have determined that a 1.5-degree Celsius decline in Europe will not greatly impact the Company's operations, logistics, and staff commuting, nor will there be any substantial financial consequences.

To elaborate, in winter, there is expected to be an increased demand for heating to protect our workers against health issues that are cold-related. Conversely, in summer, air conditioner consumption in the motor assembly area and consumption of water is expected to increase. This increased need for the use of air conditioning in summer is compensated by lower gas usage due to little heating usage, unlike winter season that requires heating.

The higher gas consumption for company heating in winter or throughout the heating season would not be entirely balanced out by the decrease in electricity usage from air conditioning during the summer months.

As heating costs are projected to rise by about 3% for every 0.5 degrees Celsius, a 1.5 degrees Celsius increase would likely cause a 9% rise. This suggests an estimated increase of Euros 3,900 per year for our Europe factory; this is assumed that the gas price per MWh does not increase.

This change is not expected to impact the ongoing production, goods, or employees transport.

Greenhouse Gas ("GHG") Emissions

Singapore has set a net zero GHG emission target for 2050. This was implemented in line with the Glasgow Climate Pact adopted at the 26th session of the Conference of the Parties (COP-26) that was held from 31 October 2021 to 13 November 2021.

In support of Singapore's net zero GHG emissions target, the Company aims to reduce its GHG emissions by 15% by 2050. The Company measures its emission by applying the carbon footprint methodology so as to obtain an accurate understanding of its GHG emissions.

METRICS AND TARGETS

In alignment with IFRS S2 and the STX-ST's Practice Note 7F Sustainability Reporting Guide, we disclose the climate-related metrics and targets used to monitor and manage our climate-related risks and opportunities. These metrics reflect the unique characteristics and operational footprint of the metal stamping industry in Singapore, and support Singapore's national sustainability objectives, including the Singapore Green Plan 2030.

We measure our GHG emission based on GHG Protocol: A Corporate Accounting and Reporting Standard (2004). We use the operational control method to set boundaries for integrating GHG emissions data across our organisations. This strategy was chosen because it allows us to manage emissions from operations while effectively implementing relevant actions and policies. Since we began tracking our GHG emissions in 2019, we have consistently used the same methodology. We found that we have operational control over all of our companies. The particular emission parameters utilised in our GHG emissions estimates are described in the comments to the Sustainability Performance Data on page 32.

SUSTAINABILITY REPORT

Scope 1 emissions arise from direct fuel combustion in our operations, while Scope 2 covers indirect emissions from purchased electricity.

Scope 3 emission arises from:-

- 1) Category 5 Waste generated in operations,
- 2) Category 6 Business travelling, and
- 3) Category 7 Employee commuting.

The Group hopes to maintain its electricity consumption at 2,500 Mwh in FY2026. There is a slight decrease since the end of FY2025 as one of our Malaysian factories has installed solar panels, and our second Malaysian factory is in the process of installing its solar panels that should be in operation by December 2025.

In the medium to long term we target to maintain the level of electricity consumption to be kept at 2,000 Mwh. We will review this on a year-to-year basis due to the need for the manufacturing of orders.

WASTE GENERATED

The Group recognises the necessity of prioritising environmental awareness while simultaneously ensuring the organisation's financial stability. We include environmental activities into our business practices. Our subsidiaries have ISO 14001 certification for their environmental management systems. The ISO 14001 standard, similar to the concept of continuous improvement defined in quality management system standards, governs environmental performance by promoting resource efficiency and waste reduction. The ISO certificates are available on our website: www.cfmholdings.com.

Our environmental efforts give us a competitive advantage over other market participants and help us build trust with our valued stakeholders. These are done by improving reputation, operational efficiency, and regulatory standing, while building trust with stakeholders through transparency, accountability, and long-term thinking. These efforts position the Group as a responsible leader in the market, fostering loyalty from customers, employees, investors, and regulators.

The Group properly disposes of material waste in all subsidiaries by hiring licensed scrap contractors, resulting in a sustainable supply chain. All recognised permitted scrap contractors are accredited and qualified in accordance with local garbage disposal legislation and requirements. We comply with the ISO 14001 environmental management system criteria by conducting periodic audits to reduce our environmental effect.

In FY2025, the Group's discarded materials waste totalled 177,338 kilogrammes. This rise was attributed to an increase in orders for the metal stamping segment at one of the subsidiaries. Metal scraps, paper, plastic, the use of gloves, sanitising chemicals, and masks all contributed to the Group's waste generation. The Group is dedicated to the concepts of recycling, reusing, and minimising waste. However, the Group does not expect a major reduction in solid waste generated if business operations continue as usual.

The Group did not meet its target of reducing waste by 1,060 litres and 100 kg for FY2025. This is largely due to disposal of assets made of metals by one subsidiary and also the improved collection of data.

The Group hopes to maintain its waste generated at 1,100 litres and 180 tonnes for FY2026; this is a slight increase over FY2025 as we expect orders to increase when the global uncertainty due to US's tariffs is reduced.

In the medium to long term we target to maintain the waste at 1,500 litres and 200 tonnes. We will review this on a year-to-year basis due to the nature of manufacturing orders.

SUSTAINABILITY REPORT

BUSINESS TRAVELLING

Senior management and executives travel to engage with customers or suppliers as part of our business development efforts. The modes of travel include motor vehicles, public transportation and air travel, which had an emission of 70.40 tCO₂e⁽¹⁾ for the year.

EMPLOYEE COMMUTING

As a manufacturing and distribution channel, our employees are required to commute between their residence and our factories or offices to fulfil their responsibilities. Emissions from employee commuting are generated from automobile, train, bus and subway travel, which had an emission of 295.35 tCO₂e⁽²⁾ for the year.

Note: Emission factor sources

- (1) Climatiq, sciencedirect.com, GHG protocol,
- (2) NETZEROHUB, Carbonfootprint and Sciencedirect.com

In the short, medium and long terms, business travelling emissions are expected to be maintained at 90 tCO₂e as we have global customers to serve. We will review this on a year-to-year basis as it is dependent on the economy of our customers.

WATER

Managing water resources is a necessity. We need to manage water effectively by optimising consumption and correctly managing wastewater treatment. Throughout the year, the Group consumed 23,937 m³ of water in its operations. The Group's presence in Singapore is mainly its headquarters and cleanroom operations which do not require a substantial amount of water supply, as opposed to the factories that the Group operates in its other locations.

The Johor and Penang factories consume a higher amount of water due to their silk-screening and spraying procedures that require more water. To reduce water consumption, we turn off water taps when they are not in use and maintain water outlets on a regular basis to avoid leaks. We also changed our water taps to those with self-closing mechanism.

The Group's water consumption for FY2025 of 23,937 m³ compared to 31,400 m³ in FY2024 exceeded the Group's target of reducing its water consumption by 50 m³ for FY2025. This was due to a drop in the water usage by the manufacturing facilities to 23,719 m³ in FY2025, as compared to 31,400 m³ in FY2024. The decrease in water consumption intensity to 0.9683 m³/revenue \$'000 in FY2025 compared to 1.06 m³/revenue \$'000 in FY2024 was due to the decrease in staff headcount.

The Group plans to reduce its water consumption by 50 m³ in FY2026 and each successive year. This target will be reviewed on a year-to-year basis. However, it is worth noting that water consumption is highly related to customer orders, especially for silk-screening and spraying orders.

PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	FY2024 ACTUAL	FY2025 ACTUAL	FY2026 TARGET
Water consumption	m ³	31,400	23,937	23,887
Water consumption intensity	m ³ / revenue \$'000	1.06	0.9683	–

SUSTAINABILITY REPORT

ENVIRONMENTAL – ELEMENTS AND MATERIAL TOPICS

ELEMENTS	ENVIRONMENTAL			
	MATERIAL TOPIC			
	SCOPE 3	ELECTRICITY	FUEL	WATER
Risks	<ul style="list-style-type: none"> Non-compliant with regulation acts and rules, resulting in imposed penalties and operations disruption. 	<ul style="list-style-type: none"> Non-compliant with regulation acts and rules, resulting in imposed penalties and operations disruption. 	<ul style="list-style-type: none"> Non-compliant with regulation acts and rules, resulting in imposed penalties and operations disruption. 	<ul style="list-style-type: none"> Prompt action not taken to tackle potential wastage and leakage.
	<ul style="list-style-type: none"> Extensive environmental footprints due to improper waste disposal, unplanned deliveries. 	<ul style="list-style-type: none"> Increase in greenhouse gas emissions leading to higher GHG emissions intensity. 	<ul style="list-style-type: none"> Increase in greenhouse gas emissions leading to higher GHG emissions intensity. 	
Opportunities	<ul style="list-style-type: none"> Increase environmental awareness to preserve the nature from anthropogenic afflictions. 	<ul style="list-style-type: none"> Increase efficiency in energy usage leads to reduced emissions. 	<ul style="list-style-type: none"> Increase efficiency through planned routes. 	<ul style="list-style-type: none"> Increase efficiency in operational water use.
	<ul style="list-style-type: none"> Reduce environmental footprints for future generation through proper waste disposal and planned transportation to maximise output and minimise emission. 	<ul style="list-style-type: none"> Invest in energy-saving technologies (e.g. solar panels and more efficient machinery). 	<ul style="list-style-type: none"> Invest in hybrid / electric vehicles. 	
Key Stakeholders Impacted	<ul style="list-style-type: none"> Shareholders and Investors 	<ul style="list-style-type: none"> Shareholders and Investors 	<ul style="list-style-type: none"> Shareholders and Investors 	<ul style="list-style-type: none"> Shareholders and Investors
	<ul style="list-style-type: none"> Local Communities 	<ul style="list-style-type: none"> Local Communities 	<ul style="list-style-type: none"> Local Communities 	<ul style="list-style-type: none"> Local Communities
	<ul style="list-style-type: none"> Government 	<ul style="list-style-type: none"> Government 	<ul style="list-style-type: none"> Government 	<ul style="list-style-type: none"> Government
Management Approach	<ul style="list-style-type: none"> Strive to continuously review obsolete stock to reduce waste produced. 	<ul style="list-style-type: none"> Reviewing and exploring other avenues to mitigate GHG emissions. 	<ul style="list-style-type: none"> Reviewing other avenues to mitigate GHG emissions such as regular vehicle inspections and servicing. 	<ul style="list-style-type: none"> Exploring using freshwater and recycled water for our operations to lower operational costs.
	<ul style="list-style-type: none"> Recycling waste and obsolete stock. Deliveries that is planned for operational efficiency and travelling. 	<ul style="list-style-type: none"> Installation of solar panels to provide long-term cost savings. Replacing existing lights with LED lights. Installing variable refrigerant flow (“VRF”) air-conditioners with 5 ticks on the green label sticker on the air-conditioners. 		<ul style="list-style-type: none"> One subsidiary has installed 5 tap controls to prevent leakages.

SUSTAINABILITY REPORT

SOCIAL

PRODUCT QUALITY

For the parts that are made for our clients, precision is an important and vital component. The Group is adamant that meeting our customers' demands for premium goods at affordable costs requires quality control and continuous enhancement of its production procedures.

Our manufacturing plants have been accredited by the International Organization for Standardization International Automotive Task Force ("IATF") 16949:2016 for quality management systems, as well as International Organization for Standardization ("ISO") 9001:2015 Quality Management Systems. These certificates are available on our website www.cfmholdings.com.

A thorough set of guidelines for quality control in the automobile sector is IATF 16949:2016. Strong quality management principles are emphasised by IATF standards, with an emphasis on sustainability and identifying external threats.

The ISO:9001:2015 Quality Management Systems is an international standard for quality control.

The intrinsic value of quality management standards lies in the confirmed assurance that there is quality in our products and our manufacturing systems. As part of our quality management practices, the Group engaged certified external experts to perform precision calibrations of our measurement instruments. To increase operational effectiveness, reduce waste, and limit our impact on the environment, we are always improving our manufacturing processes.

We support ethical sourcing methods. To make sure we only purchase raw materials from approved vendors, we evaluate our sources in the following manner: We trace our sources for metal raw material all the way to the mine where the ore is mined. We choose suppliers based on their certification from RBA or Ecovadis that shows us that they do not allow malpractices, including but not limited to workplace safety, worker welfare, ethical sourcing, among many others, to happen in their supply chains.

Through recurring IATF and ISO certification audits, the Group seeks to comply with the IATF and ISO requirements and continuously improves to meet the needs of its clients.

In FY2025, the Group continuously achieved its target of keeping defects at less than 0.05% Approved Quality Limit ("AQL") by implementing rigorous operational protocols. For FY2026, the Group is determined to maintain our product quality with an AQL of less than 0.05%.

We will continue to manage the quality of our products in order to effectively satisfy client needs while reducing inconsistencies and waste.

Since the items we created need accuracy, our subsidiaries in each nation renewed their quality certificates throughout the year following pertinent audits. The issuance of the renewed quality certifications demonstration our products' compliance with industry standards.

The various quality certifications that the Group has earned for the corresponding sites are listed below and the following pages.

SUSTAINABILITY REPORT

ATF 16949: 2016 – Penang, Slovakia, China



ATF 16949: 2016 – Penang



ISO9001:2015/2016 – Singapore, Johor and Slovakia



SUSTAINABILITY REPORT

ISO14001: 2015/2016 – Johor, Penang, Slovakia and China

CERTIFICATE

HANTONG METAL COMPONENT SDN.BHD.

NO. 4, JALAN PAU SAKT, SUNGAI TIRAM, 81000 ULU TIRAM, JOHOR, MALAYSIA.

Has implemented and maintains a **Environmental Management System** MANUFACTURING AND FABRICATION OF METAL STAMPING COMPONENTS USED IN ELECTRICAL AND ELECTRONIC INDUSTRIES.

Through an audit, documented in a report, it was verified that the management System fulfils the requirements of the following standard:

ISO 14001:2015

Certificate registration no. : 04ANVS14001/10002
 Valid from : 21.02.2024
 Valid until : 20.02.2027
 Date of original certification : 21.02.2024

Authorized Signatory
 LEE HOON TIAN

ALUMINUM QUALITY TECHNICAL INTERNATIONAL TECHNICAL CONSULTING AND CERTIFICATION (M) SDN BHD
 102-2, JALAN ISKANDAR, TUNJATI, NO. 48111, KUALA LUMPUR, MALAYSIA
 www.aqtc.com

ACCREDITED BY:
 INTERNATIONAL ACCREDITATION SERVICE BOARD
 1900 QUINCY STREET, SUITE 100, BREA, CALIFORNIA 92614-1177
 UNITED STATES OF AMERICA
 www.iso.org

ISO 9001, ISO 14001, ISO 45001

KGS

ENVIRONMENTAL MANAGEMENT SYSTEM

This is to Certify that the Environmental Management System of

HANTONG METAL COMPONENT (PG) SDN. BHD. (142618-00)

Lot 83 & 84, Jalan PKOK 1/6,
 Kawasan Perusahaan LPK, Taman Ria Jaya,
 08000 Sungai Petani, Kedah Darul Aman,
 Malaysia

has been assessed by KGS Certification Sdn. Bhd. and found to comply with

ISO 14001:2015
Environmental Management System

for the scope

Precision Parts Manufacturing, Stamping, Fabrication, Degreasing and Assembly

Certificate No : 210124
 Date of Initial Certification : 01 December 2014
 Date of Issue/Reissue : 15 September 2023
 Renewal Due : 11 November 2026

Authorized Signatory

This certificate is subject to the company maintaining its system to the required standards, which will be monitored by KGS. The use of the KGS logo and the ISO certification / accreditation status are subject to the Regulations Applicable to Members of KGS Certification Sdn. Bhd.

KGS Certification Sdn. Bhd. is located at:
 100-1, Jalan PPK 1/1, Kawasan Perusahaan LPK, Taman Ria Jaya, 08000 Sungai Petani, Kedah Darul Aman, Malaysia.
 Tel: 04364 6000 Fax: 04364 6001 Email: info@kgs.com.my Website: www.kgs.com.my

This Certificate remains the property of KGS and shall be returned when requested. It may only be reproduced in its entirety without alteration.

O45001:2019 - Slovakia

ITQ - INŠTITÚT TEÓRIE KVALITY, s.r.o.
 Certification body for management systems (CO) Accredited in accordance with ISO/IEC17021-1:2015

CERTIFICATE
 QS; EMS 945

Quality management systems and Environmental management systems

CFM Slovakia s.r.o.
 Radinského 17, 052 01 Spišská Nová Ves
 Slovak republic

on the basis of the recertification audit No. 1966/2024, complies with the requirements of the standard for quality management systems and of the standard for environmental management systems:

STN EN ISO 9001 : 2016
STN EN ISO 14001 : 2016

This certificate shall apply for the following sphere of application:

Fabrication of metal components, silk screening and secondary processes.
 Assembly of electrical motors.

Authorized Signatory
 Ing. Kamil Rajčan
 Representative of Certification Body

Certificate is valid:
 from: 20. 05. 2024
 to: 20. 05. 2027

ITQ - INŠTITÚT TEÓRIE KVALITY, s.r.o.
 Certification body for management systems (CO) Accredited in accordance with ISO/IEC17021-1:2015

CERTIFICATE
 QS; EMS 945

Quality management systems and Environmental management systems

CFM Slovakia s.r.o.
 Radinského 17, 052 01 Spišská Nová Ves
 Slovak republic

on the basis of the recertification audit No. 1966/2024, complies with the requirements of the standard for quality management systems and of the standard for environmental management systems:

STN EN ISO 9001 : 2016
STN EN ISO 14001 : 2016

This certificate shall apply for the following sphere of application:

Fabrication of metal components, silk screening and secondary processes.
 Assembly of electrical motors.

Authorized Signatory
 Ing. Kamil Rajčan
 Representative of Certification Body

Certificate is valid:
 from: 20. 05. 2024
 to: 20. 05. 2027

ENVIRONMENTAL MANAGEMENT SYSTEM CERTIFICATE

Certificate No. : 04823E11611025

We hereby certify that the organization:
Dalian CFM Precision Tooling Co., Ltd.
 Unified social credit code: 91210210701565931F

is in conformity with Environmental Management System Standard:
GB/T24001-2016 / ISO14001:2015

The certificate is valid to the following product(s)/service:
Design and Fabrication of Precision Tooling, Production of Stamping Parts and Related Management Activities

Registration Address: Jingang Industry Park, Economic & Technology Development Zone, Dalian City, Liaoning Province, P. R. China
 Physical Address: Room 1-1A, No. 99, Huafu Middle Road, Development Zone, Dalian City, Liaoning Province, P. R. China

Start Date of Current Certification Cycle: 2023-06-14
 End Date of Current Certification Cycle: 2026-06-07
 End Date of Last Certification Cycle: 2023-06-08
 Recertification Audit Date of Last Certification Cycle: 2023-06-30
 Date of Initial Issue: 2017-06-16

Issued By: MING JIALUN

Authorized Signatory

The effectiveness of the Certificate is subject to GB Code in the Annex 100 column. Meanwhile, you can search the GB Code website: www.gbchina.com.cn, or search the website of certification body: www.bjhead.com.cn. Recertification audit date and audit report can check from GB website: www.gbchina.com.cn. This certificate shall only be valid when used in conjunction with the Notice Letter of Annual Surveillance Certification Decision.

Beijing Head International Certification Co., Ltd.
 Address: Room 701, Building 7, No. 19, Beiyuan East Road, Chaoyang District, Beijing, P.R. China(100012)

SUSTAINABILITY REPORT

ECONOMIC – ELEMENTS AND MATERIAL TOPICS

ECONOMIC		
ELEMENTS	MATERIAL TOPIC	
	FINANCIAL PERFORMANCE	PRODUCT QUALITY
Risks	<ul style="list-style-type: none"> Potential delays in shipment due to strikes, resulting in inability to meet customer demand and a loss of future economic benefits 	<ul style="list-style-type: none"> Substandard product quality leading to wastage, reduced revenue, reputation risks and increase in costs
Opportunities	<ul style="list-style-type: none"> Foster long-term relationships with our valued customers 	<ul style="list-style-type: none"> Reduce environmental footprints by buying decarbonised raw materials Source new suppliers to secure more competitive pricing
Impact on the Key Stakeholders	<ul style="list-style-type: none"> Shareholders and Investors Customers Suppliers 	<ul style="list-style-type: none"> Shareholders and Investors Customers Suppliers
Management Approach	<ul style="list-style-type: none"> Generate higher revenue and report improved net profit Strive to maintain compliance with quality assurance audits Consistently monitor domestic developments and have contingency plans in place Source additional suppliers and freight service providers 	<ul style="list-style-type: none"> Purchase only from authorised suppliers Conduct stringent selection process for suppliers Regular monitor products quality and costs Continuously review obsolete stock to reduce wastage

OCCUPATIONAL HEALTH AND SAFETY

To ensure a safe and healthy working environment, both the Company and each individual bear responsibility for worker safety and occupational health.

Designated fire safety managers at subsidiaries undertake monthly inspections to assess the effectiveness of the manufacturing plant's fire protection system, identifying potential safety violations and fire threats. The findings are communicated to the subsidiary's management for appropriate action. The fire safety manager conducts annual emergency exercises to assess evacuation protocols, and any weaknesses are reported in the Emergency Evacuation Drill Report for management review.

In FY2025, a licensed service provider carried out fire safety precautions. The Company and its subsidiaries conducted physical fire drills throughout the year in accordance with the service provider's instructions.

The Group created an Emergency Response Plan ("ERP") in accordance with the relevant authorities. This plan contains precise methods and operational procedures for reducing danger and property damage in emergency scenarios. All subsidiaries' manufacturing facilities have Fire Certificates, as needed by local requirements in their respective areas.

To conform to safety guidelines, the production facility performs daily preventative maintenance on all machinery as a precautionary step. This maintenance is documented on a safety checklist before the start of daily operations. Furthermore, hazard boards and safety instructions are conspicuously displayed throughout the manufacturing floors, reminding all individuals of safety procedures.

SUSTAINABILITY REPORT

External assurance was contracted throughout the year to conduct frequent safety compliance audits. The Department of Occupational Health and Safety in the countries where our Group's production plants are located performs routine onsite compliance checks to guarantee compliance with occupational health and safety standards. Noncompliance with the specified requirements may result in a temporary stoppage of manufacturing operations until the issue is resolved. In FY2025, the Group met its aim of zero-day workplace safety shutdowns.

The Group aims to maintain its track record of zero workplace safety-related shutdowns for FY2026.

MATERIAL TOPIC	FY2024 ACTUAL	FY2025 ACTUAL	FY2026 TARGET
Number of incidents of non-compliance with labour standards	Zero	Zero	Zero
Number of fatalities from work-related injuries	Zero	Zero	Zero
Number of high-consequence work-related injuries	Zero	Zero	Zero
Number of recordable work-related injuries	Zero	Zero	Zero
Number of recordable work-related illness	Zero	Zero	Zero

The Singapore factory operation is required by law to register with the Commissioner for Workplace Safety and Health (“WSH”), who conducts on-the-spot inspections without prior notice. Every two years, the factory must assess its risk management procedures. The operation is guided by the WHS guidelines.

The Group does not work in a dangerous environment, and no occupational illnesses or health problems resulting from workplace risks were documented during the fiscal year.

The Group's aim is to maintain zero incident reports for FY2026 and also for the medium and long term. This is achieved through internal and external training for employees.

EQUAL OPPORTUNITY AND DIVERSITY

Fair employment practices are essential to fostering an inclusive and respectful workplace environment. Our Group is committed to maintaining recruitment policies that are fair, merit-based, and free from discrimination. This approach ensures that we attract talented individuals with the skills and expertise necessary to drive our continued success.

We take pride in the diversity of our workforce, which includes people from a wide range of backgrounds and experiences. To support this diversity and retain our employees, we are dedicated to providing a positive, harmonious, and supportive work atmosphere where everyone feels valued and empowered to contribute. Regular activities are conducted including team building, bonding sessions, celebrations on events, annual dinners. We also believe strongly in meritocracy and foster a culture where race, gender or religion plays no part in personal success within the company. We are proud we practice that strongly in places with multi-ethnicities making us an uncommon sight where everyone is treated equally, based on skill and work ethic.

The Group's headcount is as follows:-

Employee Distribution

FINANCIAL YEAR	AGE GROUP					
	< 30 YEARS OLD	%	30-50 YEARS OLD	%	> 50 YEARS OLD	%
2024	161	31	259	51	94	18
2025	123	28	234	54	79	18

SUSTAINABILITY REPORT

FINANCIAL YEAR	GENDER			
	MALE	%	FEMALE	%
2024	299	58	215	42
2025	264	61	172	39

Employee by Nationality

NATIONALITY	FY2024	%	FY2025	%
Singapore	11	2	8	2
Malaysia	243	48	190	44
China	37	7	31	7
Slovakia	82	16	72	16
Bangladesh	58	11	51	12
Nepal	31	6	31	7
Indonesia	1	-	1	0
Myanmar	46	9	47	11
India	5	1	5	1
Total	514	100	436	100

New hires and staff turnover

	NEW HIRES				STAFF TURNOVER			
	FY2024	%	FY2025	%	FY2024	%	FY2025	%
Gender								
Male	108	86	29	88	45	55	98	70
Female	17	14	4	12	37	45	42	30
Total	125	100	33	100	82	100	140	100
Age								
< 30 years old	67	54	7	21	27	33	41	29
30-50 years old	54	43	21	64	43	52	72	51
> 50 years old	4	3	5	15	12	15	27	20
Total	125	100	33	100	82	100	140	100

The staff headcount decreased during FY2025 as less headcount is required due to drop in sales. Within the Group there were 140 resignations and 33 new recruits in FY2025.

The Group aims to continually train their staff to keep them aware of the working hazards and safety requirement through training and to continue to maintain the record of zero incidents for FY2026, in the medium and long term.

SUSTAINABILITY REPORT

DEVELOPMENT AND TRAINING

Training and performance evaluation are two critical instruments for corporate development. While these two development tools can be used separately, there are several points when they overlap. Continuous education training supplements performance evaluations by fostering active contact between employees and employers.

The Group performs quarterly performance assessments for all workers in order to assess their performance. Objective evaluations can highlight employees' strengths and weaknesses, allowing for revisions to training programs.

Existing employees and new hires are trained either internally or externally. Internal training includes on-the-job training; whereas external training focusses on improving employees' skill sets so that they can do their jobs efficiently and quickly. Knowledge is essential in all aspects of group work.

New and inexperienced staff will be assigned to entry-level positions and trained internally and externally on the necessary skill sets.

To increase the Group's core competences, employees are frequently sent out for external training to improve their skills.

A comprehensive training map includes well-defined objectives that help to close our employees' knowledge gaps. The Group understands the simultaneous synergy of the development tools and intends to design a training plan to keep personnel up to date on industry changes.

The Group will continue to examine its employees' training needs on an as-needed basis in order to improve their abilities and confidence in their performance.

Training hours

GENDER	2024 (HRS)		2025 (HRS)		2026 (HRS)	
	ACTUAL	%	ACTUAL	%	TARGET	%
Male	2,286	54	1,550	75	1,550	75
Female	1,973	46	507	25	507	25
Total	4,259	100	2,057	100	2,057	100

Average Training hours

GENDER	2024 (HRS) ACTUAL	2025 (HRS) ACTUAL	2026 (HRS) TARGET
Male	7.65	5.87	8
Female	9.18	2.59	8
Per employee	8.29	4.72	8

Our Group provides ongoing training for staff to ensure they are well-equipped for their assigned jobs.

SUSTAINABILITY REPORT

The external training provided to staff includes various areas:-

S/NO.	TYPE OF TRAINING	S/NO.	TYPE OF TRAINING
1.	Finance and accounting	5.	First aid, fire and emergency training
2.	System and E-invoicing	6.	Process Audit Interpretation
3.	PDPA, Regulatory requirements	7.	Cybersecurity
4.	Forklift, ReachTruck training		

The decrease in training hours for our employees in FY2025 was attributed to a decrease in new headcount recruited during the year. The Group did not meet the targeted 8 training hours per staff member established for FY2025, with actual training hours being 4.72 hours per headcount. This was primarily due to a lower headcount who underwent training throughout the year, as there were fewer new employees. The Group's new employees, especially in its production arm, will receive additional training on the use of machinery and equipment, as well as work safety training. Accordingly, fewer new employees resulted in lower training hours for FY2025. The Group also saw a higher rate of attrition as its revenue dropped by \$4.84 million in FY2025, which resulted in the need for less manpower.

The Group will continue to train its staff to keep them abreast and to upskill them to enhance efficiencies. The target is 8 training hours per staff member for FY2026, and for the medium and long term basis, with a year-to-year review for any exceptions.

SOCIAL

ELEMENTS	MATERIAL TOPIC	
	OCCUPATIONAL HEALTH AND SAFETY	EQUAL OPPORTUNITY AND DIVERSITY
Risks	<ul style="list-style-type: none"> Risks of accidents and injuries can damage the social well-being of employees, lead to regulatory penalties and cause reputational damage. May negatively affect the Group's financial performance due to potential litigation matters and insurance claims. 	<ul style="list-style-type: none"> Challenges in recruiting the right talents. Poor employee retention rate.
Opportunities	<ul style="list-style-type: none"> Increase vigilance in Occupational Health and Safety through regular training sessions. Build on the Group's OHS reputation and attracting new potential employees. 	<ul style="list-style-type: none"> Lower staff turnover by providing staff with various skills training for new roles. Maintain competitiveness advantage with a pool of employees with the required skills and experience.
Impact on the Key Stakeholders	<ul style="list-style-type: none"> Shareholders and investors Customers Employees 	<ul style="list-style-type: none"> Employees
Management Approach	<ul style="list-style-type: none"> Enhance the working mind of our employees through continuing education. Achieving zero work-related accidents and injuries. 	<ul style="list-style-type: none"> To achieve an age balance in the workplace. To maintain diversity in terms of gender and nationality.

SUSTAINABILITY REPORT

GOVERNANCE PRACTICES

The Group is dedicated to following the Code of Corporate Governance 2018 and the Catalist Rules, and its policies will be revised as needed. Furthermore, the Group promotes a culture of regulatory compliance and ethical behaviour in order to achieve long-term commercial sustainability.

The interests of our valued stakeholders are considered in the Group's corporate governance, which encompasses all management areas from performance assessment to corporate disclosures, establishing a framework for attaining our Group's goals. The Group is committed to excellent corporate governance and has a zero tolerance policy for unethical behaviour and lack of professionalism.

ANTI-BRIBERY AND ANTI-CORRUPTION

The Group's anti-bribery and corruption policy defines wrongdoing and forbids unethical behaviour. To allow employees and the general public to report any misconduct, we have implemented a whistleblowing policy as well as an open door policy.

Whistleblowing

For any anti-bribery or corruption issues, there is a designated whistleblowing communication channel to the Audit Committee Chairman via anonymous email. The Chairman can be contacted at ac@cfmholdings.com.

The Group had no incidences of whistleblowing or bribery in FY2025 (FY2024: zero), fulfilling our target for FY2025.

The Group intends to sustain zero instances of corruption in the following years. In FY2025, the Group evaluated and revised its whistle-blower policy to ensure that it is up to date with the most current regulations.

Personal Data Protection

The Group recognises the widespread collecting and analysis of personal data as a result of rapid technology improvements. To protect stakeholders' data integrity, we have implemented a Personal Data Protection policy. To function effectively in today's dynamic business climate, we continually improve our corporate structure through annual risk assessments and internal control management.

During the current fiscal year there have been no incidents (FY2024: Nil), or complaints of personal data leakage, allowing us to meet our annual target.

PERFORMANCE INDICATOR	ACTUAL FY2024	ACTUAL FY2025	TARGET FY2026
Anti-bribery	Zero	Zero	Zero cases of bribery
Whistleblowing	Zero	Zero	Zero cases of whistleblowing

The Group will continue to protect the privacy of gathered personal data and aims for zero breaches in FY2026.

SUSTAINABILITY REPORT

EQUAL OPPORTUNITY AND DIVERSITY (BOARD)

The Board has the essential independence, diversity of thinking, and background to make choices that are best for the Group.

The Board is made up of five members: two Executive members and three Independent Directors, with independent directors comprising 60% of the Board.

BOARD DIVERSITY	EDS	%	IDS	%	TOTAL
FY2025	2	40	3	60	5
FY2024	2	40	3	60	5

BOARD DIVERSITY	MALE	%	FEMALE	%	TOTAL
FY2025	3	60	2	40	5
FY2024	4	80	1	20	5

The Board's primary competencies include finance, legal, company management, industry understanding, and customer experience. These combined skills make a valuable contribution to the Group's ambitions. For more information on our Board diversity policy and objectives, please see the Corporate Governance ("CG") section of this annual report.

In the short, medium and long term, the Group will endeavour to appoint suitable candidates with relevant knowledge while also being mindful of age and tenure diversity and to ensure that there is at least one female director on the Board.

GOVERNANCE – ELEMENTS AND MATERIAL TOPICS

GOVERNANCE		
ELEMENTS	MATERIAL TOPIC	
	CORPORATE GOVERNANCE	EQUAL OPPORTUNITY AND DIVERSITY (BOARD)
Risks	<ul style="list-style-type: none"> Business operating losses can result from reputational damage due to bribery and corruption within the Group, leading to legal implications and loss of trust among valued stakeholders. 	<ul style="list-style-type: none"> Perception of male dominated board and gender bias.
Opportunities	<ul style="list-style-type: none"> Attaining long-term success and maximising financial returns for our valued stakeholders. 	<ul style="list-style-type: none"> Provide balanced gender representation on the board.
Impact on the Key Stakeholders	<ul style="list-style-type: none"> Shareholders and Investors Government and Regulators Customers Employees Suppliers 	<ul style="list-style-type: none"> Government and Regulators
Management Approach	<ul style="list-style-type: none"> Comply with the Code of Corporate Governance 2018 by establishing robust policies and procedures to deliver sustainable value to our stakeholders. 	<ul style="list-style-type: none"> Comply with the SGX listing rules.

SUSTAINABILITY REPORT

SUSTAINABILITY PERFORMANCE DATA IFRS SDS

ESG INDICATORS	UNIT OF MEASURE	2025	2024	2023
Environment				
Purchased electricity				
Electricity consumption ('000)	MWh	2,845	3,443	3,277
Manufacturing	MWh	2,836	3,413	3,228
Cleanroom and office	MWh	9	30	49
Renewable energy ('000)				
Manufacturing	MWh	1,183	-	-
Total Electricity consumption ('000)	MWh	2,845	3,443	3,277
GHG emissions				
Total Scope 1 emissions	tCO₂e	93	137	130
Total Scope 2 emissions	tCO₂e	1,928	2,339	2,195
Manufacturing	tCO ₂ e	1,924	2,335	2,180
Cleanroom and office	tCO ₂ e	4	4	15
Total Scope 1 emissions and Scope 2 emissions	tCO₂e	2,021	2,479	2,324
Manufacturing	tCO ₂ e	378.92	-	-
Cleanroom and office	tCO ₂ e	3.53	-	-
Scope 3 emissions	tCO₂e	382.44	-	-
Water consumption				
Total water consumption	m³	23,937	31,400	24,500
Waste generated				
Total waste generated	kg	177,338	2,313	1,268
Waste directed to disposal by incineration	kg	8,015	510	440
Waste collected for recycling (excluding e-waste)	kg	-	1,803	828
E-waste collected for recycling	kg	169,323	-	-
Food waste collected	kg	-	-	-
Intensity				
Energy intensity	MWh/\$'000	115.11	116.46	110.23
Electricity intensity	MWh/\$'000	115.11	116.46	110.23
Scope 1 emissions and Scope 2 GHG emissions intensity	tCO₂e/\$'000	116.69	118.07	111.66
Scope 2 GHG emissions intensity	tCO₂e/\$'000	115.11	116.46	110.23
Water intensity	m³/\$'000	0.97	1.06	0.82
Social				
Workplace health and safety				
Incidents involving public, tenants, visitors' safety	Number	Zero	Zero	Zero
Employees	Headcount			
Full-Time employees (fixed hours per week, includes our permanent employees but with no indefinite letter of employment)	Headcount	436	514	447
Part-time employees	Headcount	1	1	1
Permanent employees (with letter of employment)	Headcount	436	514	447
New hires	Headcount	33	207	392
Average training hours per employee	Hours	4.72	8.29	8.16
Average training hours per female employee	Hours	3.23	9.18	4.69
Annual employee turnover rate	%	2	17	41

SUSTAINABILITY REPORT

IFRS SDS INDUSTRY-BASED GUIDANCE ON IMPLEMENTING CLIMATE-RELATED DISCLOSURE METRICS

The sustainability disclosure metrics based on the IFRS SDS Industry-based Guidance on Implementing Climate-related Disclosure (Volume 8 – Construction Materials) are presented below for the five (5) properties in the Group's corporate office cum cleanroom business and the four (4) overseas factories under this report's scope.

Table 1 Sustainability Disclosure Topics & Metrics

TOPIC	CODE	METRIC	CATEGORY	UNIT OF MEASURE
Greenhouse Gas Emissions	EM.CM.110a.1	Gross global scope 1 emissions, percentage covered under emissions-limiting regulations	Corporate office and cleanroom business; Factories	93 tCO ₂ e
	EM.CM.110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Corporate office and cleanroom business; Factories	n/a
Air Quality	EM.CM.120a.1	Air emissions of the following pollutants:	Corporate office and cleanroom business; Factories	Metric tons (t)
		1. NOx(excluding N ₂ O) 2. SOx 3. Particulate matter (PM ₁₀) 4. dioxins/furans 5. volatile organic compounds (VOCs) 6. polycyclic aromatic hydrocarbons (PAHs) and 7. heavy metals		1. 0.07275 2. 0.00045
Energy Management	EM.CM.130a.1	Total energy consumed, Percentage of renewal	Corporate office and cleanroom business; Factories	10,210 GJ, 41.5%
Water Management	EM.CM.140a.1	1.Total water withdrawn 2. total water consumed	Corporate office and cleanroom business; Factories	23,937 (m ³)
Waste Management	EM.CM.150a.1	Amount of waste generated, percentage hazardous and percentage recycled	Corporate office and cleanroom business; Factories	Metric tons (t), % 0.15 (t)

SUSTAINABILITY REPORT

GLOBAL REPORTING INITIATIVE CONTENT INDEX

GRI NO.	DESCRIPTION	PAGE OR DIRECT REFERENCES
GENERAL DISCLOSURES		
GRI 2: General Disclosures 2021	The organisation and its reporting practices	
2-1	Organisational details	Reference to the 2025 Annual Report Corporate Structure and Corporate Information
2-2	Entities included in the organisation's sustainability reporting	Reference to the 2025 Annual Report Corporate Structure
2-3	Reporting period, frequency and contact point	Pages 10, 12 and 13
2-4	Restatements of information	N.A.
2-5	External assurance	N.A.
2-6	Activities, value chain and other business relationships	Pages 2 to 4
2-7	Employees	Page 26 to 29
2-9	Governance structure and composition	Page 37 to 38, 41 to 43, 45, 48 and 53
2-10	Nomination and selection of the highest governance body	CG Principles 1, 4, 5
2-11	Chair of the highest governance body	CG Principles 1, 4, 6, 10
2-12	Role of the highest governance body in overseeing the management of impacts	CG Principle 1
2-13	Delegation of responsibility for managing impacts	CG Principle 1
2-14	Role of the highest governance body in sustainability reporting	CG Principle 1
2-15	Conflicts of interest	CG Principles 1, 3, 8
2-16	Communication of critical concerns	CG Principles 12,13
2-17	Collective knowledge of the highest governance body	CG Principle 1
2-18	Evaluation of the performance of the highest governance body	CG Principles 1, 4, 5
2-19	Remuneration policies	CG Principle 1, 6, 7
2-20	Process to determine remuneration	CG Principle 1, 6, 7
2-21	Annual total compensation ratio	CG Principle 1, 8
2-22	Statement on sustainable development strategy	Board Statement
2-23	Policy commitments	CG Principle 1
2-24	Embedding policy commitments	CG Principle 1
2-26	Mechanisms for seeking advice and raising concerns	CG Principle 3
2-27	Compliance with laws and regulations	CG Principle 1
2-28	Membership associations	Page 14
2-29	Approach to stakeholder engagement	CG Principle 13
2-30	Collective bargaining agreements	N.A.

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GRI NO.	DESCRIPTION	PAGE OR DIRECT REFERENCES
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 15
	3-2 List of material topics	Page 16
Energy	3-3 Management of material topics	Page 16
	302-1 Energy Consumption within the organisation	Pages 17 to 18
	302-3 Energy intensity	Page 32
Emissions 2016	3-3 Management of material topics	Page 16
	305-1 Direct (Scope 1) GHG emissions	Pages 19 to 20
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	Page 19
	305-4 GHG emissions intensity	Page 32
Water and Effluents	3-3 Management of material topics	Page 16
	303-5 Water consumption	Page 20
Waste	3-3 Management of material topics	Page 16
GRI 306: Waste 2020	306-3 Waste Generated	Page 19
Employment	401-1 New employee hires and employee turnover	Pages 26 to 29
Health and Safety	3-3 Management of material topics	Pages 25 to 26
	403-1 Occupational health and safety management system	Pages 25 to 26
	403-9 Work-related injuries	Page 26
	403-10 Work-related ill health cases	Page 26
Training and education	404 Training and Education	Pages 28 to 29
	404-1 Average training hours per employee and by gender	Pages 28 to 29
Diversity and equal opportunity	3-3 Management of material topics	Pages 29 and 31
	405-1 Diversity of governance bodies and employees	Pages 26 to 28 and 31
	405-1 Current employees by age group	Pages 26 to 27
Anti-corruption	3-3 Management of material topics	Page 31
	205-3 Confirmed incidents of corruption and actions taken	Page 30
Certification	- ISO 9001-2015 - Quality Management System - ISO 14001 - Environmental Management System - IATF 16949:2016 International Organization for Standardization International Automotive Task Force (“IATF”)	Pages 22 to 24
Assurance	a) External independent assurance b) Internal assurance c) No assurance	Page 12

SUSTAINABILITY REPORT

SGX CORE ESG METRICS

TOPIC	METRIC	UNIT	FRAMEWORK ALIGNMENT	REFERENCE
Environmental				
GHG emissions	Absolute emissions by: (a) Total; (b) Scope 1; Scope 2; and (c) Scope 3, if appropriate	tCO ₂ e	GRI 305-1, GRI 305-2, GRI 305-3, TCFD	Pages 16, 19 to 20 and 32
	Emission intensities by: (a) Total; (b) Scope 1; Scope 2; and (c) Scope 3, if appropriate	tCO ₂ e	GRI 305-4, TCFD	Page 32
Energy consumption	Total energy consumption	kWh	GRI 302-1, TCFD	Pages 17 to 18
	Energy consumption intensity	kWh	GRI 302-3, TCFD	Page 32
Water consumption	Total water consumption	m ³	GRI 303-5, TCFD	Pages 20 and 32
	Water consumption intensity	m ³	TCFD	Pages 20 and 32
Waste generation	Total waste generated	t	GRI 305-3, TCFD	Pages 19 and 32
Social				
Gender diversity	Current employees by gender	Percentage (%)	GRI 405-1	Pages 26 to 27
	New hires and turnover by gender	Percentage (%)	GRI 401-1	Page 27
Age-base diversity	Current employees by age	Percentage (%)	GRI 405-1	Pages 26 to 27
	New hires and turnover by age groups	Percentage (%)	GRI 401-1	Page 27
Employment	Total turnover	Number and percentage (%)	GRI 401-1	Page 27
	Total number of employees	Number	GRI 2-7	Page 27
Development and training	Average training hours per employee	Hours/number of employees	GRI 404-1	Page 28
	Average training hours per employee by gender	Hours/number of employees	GRI 404-1	Page 28
Occupational health and safety	Fatalities	Number of cases	GRI 403-9, MOM (Singapore)	Page 26
	High-consequence injuries	Number of cases	GRI 403-9, MOM (Singapore)	Page 26
	Recordable injuries	Number of cases	GRI 403-9, MOM (Singapore)	Page 26
	Recordable work-related ill health cases	Number of cases	GRI 403-10, MOM (Singapore)	Page 26
Governance				
Board Composition	Board independence	Percentage (%)	GRI 2-9	Corporate Governance – page 41 of AR 2025
	Women on the board	Percentage (%)	GRI 2-9, GRI 405-1	Pages 27 and 31
Management diversity	Women in the management team	Percentage (%)	GRI 2-9, GRI 405-1	Pages 27 and 31
Ethical Behaviour	Anti-corruption disclosures	Discussion and number standards	GRI 205-1, GRI 205-2 and GRI 205-3	Page 30
	Anti-corruption training for employees	Number and percentage (%)	GRI 205-2	Page 30
Certifications	List of relevant certifications	List	Commonly reported metric by SGX issuers	Pages 22 to 24
Alignment with frameworks	Alignment with frameworks and disclosure practices	GRI/TCFD/SASB/SDGs/ others	SGX ESG Factors, GRI, IFRS standards, SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	Page 11
Assurance	Assurance of sustainability report	Internal/external/none	SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	Page 11

CORPORATE GOVERNANCE REPORT

The Board of Directors (the “**Board**”) and the management (the “**Management**”) of CFM Holdings Limited (the “**Company**”) are committed to maintaining a high standard of corporate governance to ensure greater transparency and protection of shareholders’ interests, and are pleased to inform shareholders that the Company has adhered to the principles of, and has adopted practices based on, the Code and the Practice Guidance of the Code of Corporate Governance 2018 issued on 6 August 2018 (the “**Code**”) by the Corporate Governance Committee, pursuant to Rule 710 of the Listing Manual Section B: Rules of Catalyst (the “**Catalist Rules**”) issued by the Singapore Exchange Securities Trading Limited (“**SGX-ST**”). Explanations are given where there is a deviation from the recommended provisions.

This report describes the corporate governance practices of the Company for the financial year ended 30 June 2025 (“**FY2025**”), with specific reference to the principles and provisions of the Code. Where applicable, deviations from the provisions of the Code have been explained. The Board and Management will continue to uphold the highest standards of corporate governance within the Company in accordance with the Code.

(A) BOARD MATTERS

BOARD’S CONDUCT OF ITS AFFAIRS

Principle 1: The Company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the Company.

Role of the Board

The Board assumes responsibility for stewardship of the Company and its subsidiaries (the “**Group**”). Its primary role is to provide entrepreneurial leadership, set strategic aims for the Company, and protect and enhance long-term value and returns for the shareholders. It oversees the business affairs of the Group and approves the Group’s strategic plans, key business initiatives, major investments and divestments proposals, and funding decisions.

Additionally, the Board has direct responsibility for decision-making in respect of the following corporate events and actions:

- (a) ensure that necessary financial and human resources are in place for the Company to meet its objectives;
- (b) oversee the processes of risk management, financial reporting and compliance, and evaluate the adequacy of internal controls;
- (c) establish a framework of prudent effective control which enable risks to be assessed and managed including safeguarding of Shareholder’s interests and Company’s assets;
- (d) establish, together with the Management, the strategies and financial objectives to be implemented by the Management;
- (e) review the financial performance of the Group and performance of the Management, constructively challenge Management, approve the nominations of the Board of Directors and appointments of key executives, as may be recommended by the Nominating Committee;
- (f) review and endorse the framework of remuneration for the Board and key executives as may be recommended by the Remuneration Committee;
- (g) ensure accurate, adequate and timely reporting to, and communication with shareholders;
- (h) assume responsibility for corporate governance;
- (i) review and assist to set company’s values and standard (including ethical standards), and to ensure transparency that obligations to shareholders and other stakeholders are understood and met;

CORPORATE GOVERNANCE REPORT

- (j) identify the key stakeholder groups and recognise that their perceptions affect the company's reputation;
- (k) consider sustainability issues, e.g. environmental and social factors, as part of its strategic formulation;
- (l) ensure transparency and accountability to key stakeholder groups;
- (m) put in place policies, structures and mechanisms to ensure compliance with legislative and regulatory requirements; and
- (n) establish appropriate tone-at-the-top, desired organisational culture and standards of ethical behaviour.

The Directors have put in place policies, structures and mechanisms to ensure compliance with various legislative and regulatory requirements, establish appropriate tone-at-the-top, desired organisational culture and standards of ethical behaviour.

All Directors must objectively discharge their duties and responsibilities at all times as fiduciaries in the interest of the Company and to make decisions in the interest of the Company. To facilitate the Board in the execution of the Board's responsibilities, certain functions of the Board have been delegated to three (3) Board Committees, comprising of an Audit Committee ("AC"), a Nominating Committee ("NC") and a Remuneration Committee ("RC"). Each of these Board Committees functions within clearly defined terms of reference and operating procedures, which are reviewed on a regular basis. These Board Committees have the authority to examine particular issues and report back to the Board with their recommendations. The ultimate responsibility for the final decision on all matters, however, lies with the entire Board.

The Board meets at least three (3) times a year and as warranted by particular circumstances. The Constitution of the Company allows Board meetings to be conducted by way of telephone conference.

The attendance record of each Director at meetings of the Board and Board Committees during FY2025 is set out below:

NAME OF DIRECTORS	BOARD MEETINGS	BOARD COMMITTEE MEETINGS		
		AUDIT	NOMINATING	REMUNERATION
Ip Kwok Wing	4	3*	2*	1*
Lim Fong Li Janet	4	3*	2	1*
Lim Chi Yuin, Clarence ⁽¹⁾	2	2	–	–
Lin Sijia ⁽¹⁾	2	2	–	–
Dr. Raj Kamal s/o Abdul Rasheed ⁽²⁾	–	–	–	–
Abdul Khair bin Abdul Jabar ⁽³⁾	2	2	–	–
Chia Seng Hee ⁽⁴⁾	2	1	2	1
Teo Kian Huat ⁽⁵⁾	1	1	1	1
Stephen Poh Yong Meng ⁽⁶⁾	1	1	1	1
Total No. of Meetings Held	4	3	2	1

* by way of invitation.

- (1) Mr. Lim Chi Yuin, Clarence and Ms. Lin Sijia were appointed as Independent Directors on 10 February 2025. Mr. Lim Chi Yuin, Clarence was re-designated as the Lead Independent Director of the Company on 1 September 2025.
- (2) Dr. Raj Kamal s/o Abdul Rasheed was appointed as an Independent Director on 1 September 2025.
- (3) Mr. Abdul Khair bin Abdul Jabar was appointed as the Lead Independent Director on 10 February 2025, and ceased to be the Lead Independent Director on 10 June 2025. Subsequent to the cessation, he also ceased to be the Chairman of the Nominating Committee, a member each of the Audit Committee and Remuneration Committee.
- (4) Mr. Chia Seng Hee ceased to be the Lead Independent Director on 7 February 2025. Subsequent to the cessation, he also ceased to be the Chairman of the Audit Committee, the Chairman of the Remuneration Committee and member of the Nominating Committee.
- (5) Mr. Teo Kian Huat retired as an Independent Director on 28 October 2024. Subsequent to the retirement of Mr. Teo Kian Huat as an Independent Director, he also ceased to be the Chairman of the Nominating Committee, a member each of the Audit Committee and Remuneration Committee.
- (6) Mr. Stephen Poh Yong Meng ceased to be an Independent Director on 28 October 2024. Subsequent to the cessation, he also ceased to be a member each of the Audit Committee, Remuneration Committee and Nominating Committee.

CORPORATE GOVERNANCE REPORT

Please also refer to Principle 2 below for details of the composition of each Board Committee.

The Company has adopted internal guidelines setting forth matters which require Board approval. Matters which are specifically reserved for the full Board for decisions are those involving interested person transactions (“**IPTs**”) (including, among others, conflict of interest issues in relation to substantial shareholders and Directors of the Company), material acquisitions and disposal of companies or assets, corporate or financial restructuring, share issuance and dividends, and financial results and corporate strategies. Each Board member makes decisions objectively in the interests of the Group. Directors facing any conflict of interest are required to disclose that they are faced with conflict of interest and recuse themselves from discussions and decisions involving the issue of conflict.

All newly appointed Directors are given appropriate training, if necessary, including training as a Director and how to discharge those duties when first appointed to the Board. All new Directors are briefed on the business activities of the Group and its strategic goals. Upon appointment of each Director, the Company provides a formal letter which sets out the Director’s duties and obligations.

Directors who are first-time Directors, or who have no prior experience as Directors of a listed company, will also undergo briefings on the roles and responsibilities as Directors of a listed company. After taking into consideration the recommendation from the Nominating Committee, all appointment of Directors will be approved via a Board Resolution and a formal letter of appointment will be issued to the Director. In addition, all first-time Directors are provided with training in areas such as accounting, legal and industry specific knowledge either internally or externally. In compliance with Catalist Rule 406(3)(a), all first-time Directors are required to undergo training in the roles and responsibilities of a director of a listed issuer as prescribed by the SGX-ST.

In FY2025, the mandatory training undertaken by the three (3) newly appointed Independent Directors who were also first time Directors of a listed company, was the Listed Entity Director Programme conducted by the Singapore Institute of Directors. In FY2025, the three Independent Directors, Mr. Lim Chi Yui, Clarence, Ms. Lin Sijia and Mr. Abdul Khair bin Abdul Jabar, attended all the core modules and the elective modules relevant to their appointments to the Board of the Company. Dr. Raj Kamal s/o Abdul Rasheed, who was appointed as an Independent Director on 1 September 2025, will complete the mandatory training as prescribed by the SGX-ST within one (1) year from the date of his appointment to the Board.

As and when necessary, the Directors would receive further relevant training especially in areas such as Directors’ duties and responsibilities, corporate governance, changes in financial reporting standards, insider trading, as well as changes in the relevant provisions of the Singapore Companies Act 1967 (“**Companies Act**”), so as to update and refresh them on matters that affect or may enhance their performance as Board and Board Committee members. The costs of training programs provided to Directors are borne by the Company. To get a better understanding of the Group’s business, the Directors are also given the opportunity to visit the Group’s operational facilities and meet with Management.

Based on the attendance of the Directors and their contributions at meetings of the Board and Board Committees and their time commitment to the affairs of the Company, the NC is satisfied that the Directors continue to meet the demands of the Group and are discharging their duties effectively. The NC has also adopted internal guidelines addressing competing time commitments that are faced when Directors serve on multiple boards. The NC determines annually whether a Director with multiple board representations is able to and has been adequately carrying out his duties as a Director of the Company. In making this determination, the NC has taken into account the respective Director’s actual conduct and effectiveness on the Board, and the time and attention given by each of them to the affairs of the Company.

To further ensure that Directors can carry out his/her duties adequately and effectively, the NC also places a maximum limit of ten (10) Non-Executive Directorships an Independent Director can hold on the board of listed companies (excluding non-listed companies and other non-profit or non-commercial organisations) if he/she is not holding a full-time job. In the event of a Director holding a full-time job, the maximum limit of his/her directorships in listed companies should not be more than six (6). During the financial year, the NC has reviewed and confirmed that all the Directors have met the criteria and are able to carry out their duties as a Director.

CORPORATE GOVERNANCE REPORT

While the Non-Executive Directors have other principal commitments, the NC is satisfied that the Directors are able to adequately carry out their duties as Directors for FY2025 based on the attendance of the Directors and their contributions at meetings of the Board and Board Committees and their time commitment to the affairs of the Company.

In assessing the capacity of Directors, the NC considers, amongst others, the following:

- (i) Expected and/or competing time commitments of Directors, including whether such commitment is in a full-time or part-time employment capacity;
- (ii) Geographical location of Directors;
- (iii) Size and composition of the Board;
- (iv) Nature and scope of the Group's operations and size;
- (v) Capacity, complexity and expectations of the other listed Directorships and principal commitments held, if any; and
- (vi) Similar financial year end/reporting timeline.

The measures and evaluation tools in place to assess the performance and consider competing time commitments of the Directors include the following:

- Declarations by individual Directors of their other listed company board Directorships and principal commitments; and
- Attention to the Company's affairs, having regard to the individual Director's other commitments.

Currently, the Company does not have any alternate Director.

The Company believes that the flow of relevant, complete and accurate information on a timely basis is critical for the Board to discharge of its duties effectively. The Management provides members of the Board with quarterly management accounts, as well as relevant background and explanatory information relating to the matters that would be discussed in the Board meetings, prior to the scheduled meetings. All Directors are also furnished with timely updates on the financial position and any material development of the Group as and when necessary. Management approves and monitors operational budgets, variances from budget are explained to Management and the management accounts of each subsidiary are reported to the AC and the Board.

Directors are aware of their duties and obligations and the requirements in respect of disclosure of interests in securities, disclosure of conflicts of interests in transactions involving the Company, prohibitions on dealings in Company's securities and restrictions on disclosure of price-sensitive information.

The Board has separate and independent access to the Company Secretaries and Management at all times. The role of the Company Secretaries includes responsibility for ensuring the Board's procedures are followed and that the applicable rules and regulations are complied with. The Company Secretaries attend and prepare minutes of meetings of the Board and Board Committees and assist the Board in ensuring that the Company complies with the relevant statutory requirements. The appointment and removal of the Company Secretaries are subject to the approval of the Board as a whole.

Each Director has access to the Group's independent professional advisors, as and when necessary, so as to enable each Director to discharge his responsibility effectively, and any cost of obtaining professional advice will be borne by the Company.

CORPORATE GOVERNANCE REPORT

BOARD COMPOSITION AND GUIDANCE

Principle 2: The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company.

The NC determines on an annual basis whether or not a Director is independent, taking into account the Code's definition of independence and whether the Director falls under any circumstances pursuant to Rule 406(3)(d) of the Catalist Rules. In respect of the review of the independence of each Director, the NC assessed the independence of each Independent Director and considers each of them to be independent.

As at the date of this Annual Report, the Board comprises five (5) Directors, of whom two (2) are Executive Directors and three (3) are Independent Directors. Its present composition is in compliance with Provision 2.2 of the Code where Independent Directors make up majority of the Board when the Chairman of the Board is not independent. The Chairman of the Board, Mr. Ip Kwok Wing, is the husband of the Chief Executive Officer ("CEO"), Mdm. Lim Fong Li Janet. As the Group continues to face a challenging environment in the industry it operates in and is in the process of looking at new business opportunities, the Board will continue to require accountability and responsibility. Accordingly, Mr. Ip Kwok Wing will remain as the Executive Chairman of the Board to tap on his numerous years of experience in manoeuvring the Group through its current challenges.

Further, in compliance with Provision 2.3 of the Code, Non-Executive Directors make up majority of the Board.

The nature of the Directors' appointments and memberships on the Board committees for FY2025 is as follows:

NAME OF DIRECTORS	POSITION HELD ON THE BOARD	BOARD COMMITTEE MEMBERSHIP		
		AUDIT	NOMINATING	REMUNERATION
Ip Kwok Wing	Executive Chairman	–	–	–
Lim Fong Li Janet	Executive Director & CEO	–	Member	–
Abdul Khair bin Abdul Jabar ⁽¹⁾	Lead Independent Director	Member	Chairman	Member
Lin Sijia	Independent Director	Chairperson	Member	Member
Lim Chi Yuin, Clarence	Independent Director	Member	Member	Chairman

(1) *Mr. Abdul Khair bin Abdul Jabar was appointed as the Lead Independent Director on 10 February 2025, and ceased to be the Lead Independent Director on 10 June 2025. Subsequent to the cessation, he also ceased to be the Chairman of the Nominating Committee, a member each of the Audit Committee and Remuneration Committee.*

Following Mr. Abdul Khair bin Abdul Jabar's cessation as an Independent Director, Dr. Raj Kamal s/o Abdul Rasheed was appointed as an Independent Director on 1 September 2025. He was also appointed as the Chairman of the Nominating Committee, and a member of Audit Committee and Remuneration Committee.

The NC is satisfied that the Board comprises Directors who, as a group, provide core competencies such as accounting or finance, legal, business or management experience, industry knowledge, strategic planning experience and customer-based experience or knowledge, which are required for the Board to be effective in decision making.

Independent Directors constructively challenge and help develop proposals on strategy; and review the performance of Management in meeting agreed goals and objectives and monitor the reporting of performance. The Independent Directors regularly discuss without the presence of Management matters such as the changes that they would like to see in Board processes, corporate governance initiatives, and matters which they wish to discuss during the Board meetings. The chairman of such meetings will bring the outcome/feedback to the Chairman's attention or discuss such matters at Board meetings. In FY2025, the Independent Directors met without the presence of Management.

CORPORATE GOVERNANCE REPORT

The NC is of the view that the current Board and Board Committees comprise persons who as a group provide an appropriate balance and diversity of skills, experiences and knowledge for the Board to be effective. The Company has an existing Board Diversity Policy (“BDP”) which is reviewed as when practicable.

The Company recognises that a diverse Board is able to better support the Company achieve its strategic goals for continuous development by enhancing the decision-making process of the Board with an appropriate mix of, among others, various skills, industry experience, business experience, gender and age. This recognition is reflected in the BDP. Further, the Nominating Committee is to consider all aspects of diversity to arrive at a balanced Board composition, when reviewing and assessing the composition of the Board and making recommendations to the Board for the appointment of Directors. The BDP also sets out that gender is a key contributor to diversity, and the Nominating Committee is to ensure that:

- a) when search consultants are used to search for candidates for Board appointments, the brief will include a requirement to also present female candidates;
- b) when seeking to identify a new Director for appointment to the Board, the NC will request for female candidates to be fielded for consideration;
- c) female representation on the Board be continually improved over time based on the set objectives of the Board; and
- d) at least one (1) female Director is appointed to the NC.

Currently, two (2) of the five (5) Board members are female, representing 40% of the total Board membership. The female Directors are also members of the NC. Accordingly, the Company has achieved its target of improving the female representation on the Board. Thus, the Company believes that the Board is sufficiently diverse, having considered the current Board members’ skills, including but not limited to each member’s diversity of skills, business experience, industry knowledge, strategic planning experience, corporate governance experience, financial or investment experience, gender and age. Nonetheless, the Company has set additional targets in its goal to continually improve and diversify its Board.

The new targets, plans, timelines and progress towards achieving the diversity objectives are summarised below:

TARGETS, PLANS AND TIMELINES	TARGETS ACHIEVED/PROGRESS TOWARDS ACHIEVING TARGETS
<p>Age</p> <p>To ensure the Board comprises Directors across the following age groups:</p> <ul style="list-style-type: none"> (a) 50 and below; (b) 51-60; and (c) 61 and above, <p>by FY2030.</p> <p>The Company believes that age diversity would provide a broad spectrum of thoughts and views in Board and Board Committee deliberations.</p>	<p>In Progress – As at the end of June 2025, the Board comprises Directors across 2 age groups.</p> <p>In particular, 3 Directors are 50 years old and below and 2 Directors are 61 years old and above.</p> <p>There are currently no Directors in the age 51 to 60 years old group.</p> <p>The Board will use reasonable endeavours to source for suitable candidates with relevant knowledge while also being mindful of age diversity.</p>

CORPORATE GOVERNANCE REPORT

TARGETS, PLANS AND TIMELINES

TARGETS ACHIEVED/PROGRESS TOWARDS ACHIEVING TARGETS

Tenure	
<p>To ensure that the Board comprises Directors across the following tenure groups:</p> <ul style="list-style-type: none"> (a) less than 3 years; (b) 3 to 6 years; and (c) more than 6 years, <p>by FY2028.</p> <p>The Company believes that tenure diversity would facilitate Board renewal progressively and in an ordinary manner, whilst ensuring knowledge continuity about the Company and its business operations and sustainability of corporate performance.</p>	<p>In Progress – As at the end of June 2025, the Board comprises Directors across 2 tenure groups.</p> <p>In particular, 3 Directors have served on the Board for less than 3 years, and 2 Directors have served on the Board for more than 6 years. There are no Directors in the 3 to 6 years tenure group.</p> <p>The Board will strive to balance skills and tenure in its assessments to ensure that phased board renewal does not compromise its overall effectiveness.</p>

Gender	
<p>To have at least 1 female Director on the Board.</p> <p>The Company believes in achieving an optimum mix of males and females on the Board to provide different approaches and perspectives.</p>	<p>Achieved – As at the end of June 2025, the Board comprises 2 female Directors and 3 male Directors.</p> <p>The Board will use reasonable endeavours to ensure that any brief to recruiters to source for candidates for appointment to the Board will include a requirement to present female candidates with relevant knowledge.</p>

The Board has also taken the following steps to maintain and to enhance its balance and diversity:-

1. Annual review by the NC to assess if the existing attributes and core competencies of the Board are complementary and enhances the efficacy of the Board; and
2. Annual evaluation by the Directors of the skill sets the other Directors possess, with a view to understand the range of expertise which is lacking by the Board.

CORPORATE GOVERNANCE REPORT

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Principle 3: There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.

Separate individuals assume the roles of the Chairman of the Board (“**Executive Chairman**” or “**Chairman**”) and the CEO of the Company. The Executive Chairman is Mr. Ip Kwok Wing.

As the Executive Chairman, Mr. Ip Kwok Wing sets guidelines on and is responsible for the exercise of control over the quantity and quality, and the timeliness of the flow of information between the Management and the Board, so that the Directors receive accurate, timely and clear information for them to make sound decisions.

He also schedules Board meetings and oversees the preparation of the meeting agenda in particular strategic issue to enable the Board to perform its duties effectively and responsibly. In addition, the Chairman also promotes a culture of openness and debate at the Board.

The Executive Chairman also encourages constructive relations between the Board and Management and between the Executive Directors and Independent Directors, as well as effective communication with shareholders. To facilitate effective contribution of Directors, and in particular, the Independent Directors, the Executive Chairman ensures that relevant information on business initiatives, industry developments and press commentaries on matters relating to the Company or the industries in which it operates are circulated to the Board members on a continuous basis so as to enable them to be updated and thereby enhance the effectiveness of the Independent Directors and the Board as a whole.

The Executive Chairman takes a leading role in the Company’s drive to achieve, promote and maintain a high standard of corporate governance with the support of the Directors, the Management and the Company Secretary.

Mr. Ip Kwok Wing is assisted by Mdm. Lim Fong Li Janet, who assumes the role of the CEO. Mdm. Lim Fong Li Janet, together with the Management comprising the Chief Operating Officer (“**COO**”), general managers and Chief Financial Officer (“**CFO**”), are responsible for the day-to-day management, and implementation of the strategic goals of the Group.

Although Mr. Ip Kwok Wing and Mdm. Lim Fong Li Janet are husband and wife, the Board is of the view that there are sufficient safeguards and checks to ensure that the process of decision-making by the Chairman and the CEO is independent without any influence from each other, and there is no compromise in accountability for the following reasons:

- (a) the Independent Directors actively participate during Board meetings and challenge the assumptions and proposals of Management unreservedly, both during and outside of Board meetings on pertinent issues affecting the affairs and business of the Group. Their views and opinions provide alternative perspectives to the Group’s business. Furthermore, they bring independent judgement to bear on business activities and transactions involving conflict of interest and other complexities. The Independent Directors review Management performance and management reporting frameworks at quarterly intervals. They are also involved in the development and evaluation of strategy proposals that are raised by Management from time to time; and
- (b) all major decisions made by the Executive Chairman and CEO of the Company are reviewed and approved by the Board.

The Company has a Lead Independent Director whose role is to lead and coordinate the activities of the Independent Directors, to provide a channel to the Independent Directors for confidential discussions on any concerns and to resolve conflicts of interest as and when necessary. In addition, the Lead Independent Director may also help the NC conduct the annual performance evaluation, develop succession plans for the Chairman and the CEO and help the RC design and assess the Chairman’s remuneration. The Lead Independent Director may chair Board meetings in the absence of the Chairman, thus working with the Chairman in leading the Board.

CORPORATE GOVERNANCE REPORT

The Lead Independent Director is available to shareholders where they have concerns and for which contact through the normal channels of the Chairman, the CEO or the CFO has failed to resolve. Led by the Lead Independent Director, the Independent Directors meet periodically without the presence of the other Directors, and the Lead Independent Director provides feedback to the Chairman after such meetings. The Lead Independent Non-Executive Director can be contacted at ac@cfmholdings.com.

BOARD MEMBERSHIP

Principle 4: The Board has a formal and transparent process for the appointment and re-appointment of Directors, taking into account the need for progressive renewal of the Board.

The Company has established a NC to, among other things, make recommendations to the Board on all Board appointments. As at the date of this annual report, the NC comprises four (4) Directors, majority of whom, including the Chairman, are independent. The Lead Independent Director is a member of the NC. The NC members are:-

Dr. Raj Kamal s/o Abdul Rasheed ⁽¹⁾	:	Chairman
Mdm. Lim Fong Li Janet	:	Member
Mr. Lim Chi Yui, Clarence	:	Member
Ms. Lin Sijia	:	Member

(1) Following Mr. Abdul Khair bin Abdul Jabar's cessation as the Lead Independent Director and his cessation as a Chairman of the Nominating Committee on 10 June 2025, Dr. Raj Kamal s/o Abdul Rasheed was appointed as the Chairman of the Nominating Committee with effect from 1 September 2025.

Role of the NC

The role of the NC is to establish a formal and transparent process for the appointment of new Directors and the re-appointment of Directors (including alternate directors, if any) retiring by rotation as well as to assess the effectiveness of the Board and the overall contribution of each Director towards the effectiveness of the Board.

The primary functions of the NC include the following:

- (a) to make recommendations to the Board on all Board appointments, including re-nominations having regard to that Director's contribution and performance;
- (b) to review the independence of the Directors on an annual basis, having regard to the circumstances set forth in Provision 2.1;
- (c) to decide whether the Director is able to and has been adequately carrying out his duties as Director, in particular, where a Director has multiple board representations;
- (d) to review and make recommendations to the Board on all candidates nominated (whether by the Board, shareholders or otherwise) for appointment or re-appointed to the Board, taking into account the candidate's track record, age, experience, capabilities and other relevant factors;
- (e) to identify and nominate candidates for the approval of the Board to fill vacancies in the Board as and when they arise;
- (f) to develop a process for evaluation of the performance of the Board, its committees and Directors and address how the Board has enhanced long-term shareholders' value;
- (g) to assess the effectiveness of the Board as a whole;

CORPORATE GOVERNANCE REPORT

- (h) to review board succession plans for Directors, in particular, the appointment and/or replacement of the Executive Chairman, the CEO and key management personnel; and
- (i) to review training and professional development programs for the Board, including the onboarding of new Directors, to ensure that new Directors are aware of their duties and obligations.

Process for appointment of new Directors

The NC has recommended, and the Board has approved, a formal process for the selection of new Directors as follows:

- (a) The NC evaluates the balance of skills, knowledge and experiences on the Board, taking into consideration the Company's Board Diversity Policy, and, in the light of such evaluation and in consultation with Management, prepares a description of the role and the essential and desirable competencies for a particular appointment;
- (b) Directors and Management may suggest suitable potential candidates. If necessary, the NC may enlist external help (for example, from the Singapore Institute of Directors, search consultants, advertisements) to source for potential candidates;
- (c) The NC assesses suitability of short-listed candidates and discusses with them, if necessary, to ensure that the candidate(s) are aware of the expectations and the level of commitment required; and
- (d) The NC makes recommendations to the Board for approval.

Criteria for appointment of new Directors

All new appointments are subject to the recommendation of the NC based on, among others, the following objective criteria:

- (a) Integrity;
- (b) Independent mindedness;
- (c) Possess core competencies which meet the current needs of the Company and complement the skills and competencies of the existing Directors on the Board;
- (d) Able to commit time and effort to carry out duties and responsibilities effectively;
- (e) Experience in the relevant field of business of the Company or industries in which it operates; and
- (f) Financial literacy.

All Directors are to submit themselves for re-nomination and re-election at regular intervals of at least once every three (3) years. The Company's Constitution provides that one-third of the Board for the time being (or if their number is not a multiple of three, the number nearest to but not less than one-third) shall retire from office by rotation at each annual general meeting ("AGM") of the Company. In addition, the Company's Constitution also provides that newly appointed Directors are required to submit themselves for re-election at the AGM of the Company immediately following his/her appointment.

Mr. Ip Kwok Wing, Mr. Lim Chi Yuin, Clarence, Ms. Lin Sijia and Dr. Raj Kamal s/o Abdul Rasheed will be retiring at the forthcoming AGM pursuant to the Company's Constitution. Mr. Ip Kwok Wing, Mr. Lim Chi Yuin, Clarence, Ms. Lin Sijia and Dr. Raj Kamal s/o Abdul Rasheed being eligible, have each consented to stand for re-election as Directors of the Company at the forthcoming AGM.

CORPORATE GOVERNANCE REPORT

The following key information regarding Directors is set out on the following pages of this Annual Report:

- (a) page 60-61 Academic and professional qualifications, date of first appointment as Director, date of last re-election as Director, Directorships or chairmanships both present and those held over the preceding five (5) years in other listed companies and other principal commitments, whether appointment is executive or non-executive, or considered by the NC to be independent; and
- (b) page 62 Shareholdings in the Company and its related companies.

For the financial year under review, the NC is of the view that the Independent Directors of the Company are independent (as further detailed under Principle 2 of this Annual Report) and are able to exercise judgment on the corporate affairs of the Group that is independent of the Management. None of the Independent Directors have any relationships with the Company, its related corporations, substantial shareholders or officers.

BOARD PERFORMANCE

Principle 5: The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its board committees and individual Directors.

The Board has implemented a formal process for assessing the effectiveness of the Board as a whole.

The NC determines how the Board's performance may be evaluated and proposes objective performance criteria. Such performance criteria are approved by the Board and address how the Board has enhanced long-term shareholders' value.

The NC has in place a performance evaluation process whereby the Board and individual Directors will complete confidential group and individual assessment questionnaires to assess the effectiveness of the Board, its committees and the contributions of each Director, including the Chairman. The Board and committee assessment parameters include areas such as Board composition, Board processes in managing the Group's performance and the effectiveness of the Board in its monitoring role and the effectiveness of the respective committee. The individual assessment areas include attendance and contributions during Board and committee meetings as well as commitment to their role as Directors. Individual Directors are also evaluated on their respective areas of expertise across business, industry, finance and legal. The Company Secretaries have been requested to collate the Board's and Directors' evaluation and to provide the summary observations for the NC Chairman and Board Chairman. The Board Chairman will act on the results of the performance evaluation and the recommendation of the NC, and where appropriate, in consultation with the NC, new members may be appointed, or resignation of Directors may be sought.

Following the review of the assessment of the Board, its committees and individual Directors, including the Chairman for FY2025, both the NC and the Board are of the view that the Board and its committees have operated effectively and each Director has contributed to the overall effectiveness of the Board in FY2025. No external facilitator was involved in the evaluation process.

All NC members have abstained from voting or review process of any matters in connection with the assessment of his/her performance.

The NC meets at least once a year, and as warranted by circumstances, to discharge its functions. In FY2025, two (2) NC meetings were held.

CORPORATE GOVERNANCE REPORT

(B) REMUNERATION MATTERS

PROCEDURES FOR DEVELOPING REMUNERATION POLICIES

Principle 6: The Board has a formal and transparent procedure for developing policies on Director and executive remuneration, and for fixing the remuneration packages of individual Directors and key management personnel. No Director is involved in deciding his or her own remuneration.

As at the date of this annual report, the RC comprises the following three (3) Directors, all of whom, including the Chairman are Independent Directors:-

Mr. Lim Chi Yui, Clarence	:	Chairman
Ms. Lin Sijia	:	Member
Dr. Raj Kamal s/o Abdul Rasheed ⁽¹⁾	:	Member

(1) Following Mr. Abdul Khair bin Abdul Jabar's cessation as the Lead Independent Director and his cessation as a member of the Remuneration Committee on 10 June 2025, Dr. Raj Kamal s/o Abdul Rasheed was appointed as a member of the Remuneration Committee with effect from 1 September 2025.

The RC is responsible for ensuring a formal and transparent procedure for developing policy on executive remuneration and for fixing the remuneration packages of individual Directors and senior management. The principal functions of the RC include the following:

- (a) to review and recommend to the Board a framework of remuneration for the Executive Chairman, Directors, and key management personnel of the Company. The framework will cover all aspects of remuneration, including without limitation, Directors' fees, basic salaries, allowances, bonuses, options and benefits-in-kind;
- (b) RC reviews and recommends the specific remuneration packages for each Director as well as for the key management personnel;
- (c) to review the remuneration packages of all managerial staff who are related to any of the executive Directors or CEO;
- (d) in the case of Directors' service contracts, to consider what compensation or commitments the Directors' contracts of service, if any, would entail in the event of early termination;
- (e) to recommend to the Board in consultation with senior management and the Executive Chairman, any long-term incentive scheme (including share schemes) and to consider the eligibility of Directors for benefits under such long-term incentive schemes; and
- (f) consider and make recommendations to the Board concerning the disclosure of details of the Company's remuneration policy, level and mix of remuneration and procedure for setting remuneration, and the details of the specific remuneration packages of the Directors and executives of the Company, in addition (if appropriate) to those required by law or by the Code.

CORPORATE GOVERNANCE REPORT

The RC has access to professional advice from experts outside the Company on executive remuneration matters as and when necessary. In accessing the professional advice from experts outside the Company, the RC will ensure that existing relationships, if any, between the Company and its appointed remuneration consultants will not affect the independence and objectivity of the remuneration consultants. The Company will also disclose the names and firms of the remuneration consultants in the annual remuneration report, and include a statement on whether the remuneration consultants have any such relationships with the Company. The Company did not appoint any remuneration professionals to advise on the executive remuneration during the financial year ended 30 June 2025.

Each member of the RC will refrain from voting on any resolution in respect of the assessment of his/her remuneration. No Director will be involved in determining his/her own remuneration.

In addition to the above, the RC will also review the Company's obligations arising in the event of termination of the executive Directors' and key management personnel's contracts of service, to ensure that such contracts of service contain fair and reasonable termination clauses which are not overly generous. The RC aims to be fair and avoids rewarding poor performance.

The RC meets at least once a year, and as warranted by circumstances, to discharge its function. In FY2025, one (1) RC meeting was held.

LEVEL AND MIX OF REMUNERATION

Principle 7: The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the company, taking into account the strategic objectives of the company.

The RC assists the Board to ensure that remuneration policies and practices are sound in that they are able to attract, retain and motivate without being excessive, and thereby maximise shareholders' value.

In setting remuneration packages, the RC takes into consideration the pay and employment conditions within the industry and in comparable companies. As part of its review, the RC ensures that the performance related elements of remuneration form a significant part of the total remuneration package of Executive Directors and is designed to align the Directors' interests with those of shareholders and link rewards to corporate and individual performance, as well as taking into consideration the risk policies of the Company to be symmetric with risk outcomes and sensitive to the time horizon of such risk. The performance related remuneration elements of the Executive Directors and key management personnel does not incentivise short term based business decisions.

The RC also reviews all matters concerning the remuneration of Independent Directors to ensure that the remuneration is commensurate with the level of contribution, taking into account factors such as effort and time, and responsibilities of the Directors. The Company will submit the quantum of Directors' fees each year to the shareholders for approval at each AGM.

CORPORATE GOVERNANCE REPORT

The Executive Directors have entered into service contracts with the Company, which are for a fixed appointment period and thereafter renewed annually, unless earlier terminated by either party by not less than six (6) months written notice, or payment of an amount equal to six (6) months' salary in lieu of notice. The RC reviews what compensation commitments the Executive Directors' contracts of service would entail in the event of early termination, and aims to be fair and avoid rewarding poor performance. The Company does not use contractual provisions which allow the Company to reclaim incentive components of remuneration from Executive Directors and key management personnel in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company. As the Directors owe a fiduciary duty to the Company, it should be able to avail itself to remedies against the Executive Directors in the event of such breach of fiduciary duties.

During FY2025, the RC reviewed the compensation and remuneration packages and believes that the Directors and Management are sufficiently compensated.

DISCLOSURE ON REMUNERATION

Principle 8: The company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.

Policy in respect of Independent Directors' remuneration

The Independent Directors are paid Directors' fees, the amount of which is dependent on their level of responsibilities. Each Independent Director is paid a basic fee. In addition, Independent Directors who perform additional services through Board committees are paid an additional fee for such services. The amount of Directors' fees payable to Independent Directors is subject to shareholders' approval at the Company's AGMs.

Remuneration policy in respect of executive Directors and other key management personnel

The Company advocates a performance-based remuneration system that is highly flexible and responsive to the market and the performance of the Company and the individual employee. This allows the Company to better align executive compensation with shareholders value creation. The total remuneration mix comprises annual fixed cash and annual performance incentive. The annual fixed cash component comprises the annual basic salary plus any other fixed allowances. The annual performance incentive is tied to the performance of the Company and the individual employee.

CORPORATE GOVERNANCE REPORT

Remuneration of the Directors and key management personnel (who are not also Directors) for the financial year ended 30 June 2025

The level and mix of each of the Directors' remuneration, and that of each of the key management personnel (who are not also Directors), for the financial year ended 30 June 2025, are set out below:

Name of Director	BASE	VARIABLE/ PERFORMANCE	DIRECTOR FEES	#BENEFITS	TOTAL S\$'000
	SALARY	RELATED INCOME		IN KIND/ ALLOWANCE	
Mr. Ip Kwok Wing [^]	73%	17%	–	10%	494
Mdm. Lim Fong Li Janet [^]	70%	25%	–	5%	333
Mr. Lim Chi Yuin, Clarence ⁽¹⁾	–	–	100%	–	10
Ms. Lin Sijia ⁽¹⁾	–	–	100%	–	10
Dr. Raj Kamal s/o Abdul Rasheed ⁽²⁾	–	–	–	–	–
Mr. Abdul Khair bin Abdul Jabar ⁽³⁾	–	–	100%	–	8
Mr. Chia Seng Hee ⁽⁴⁾	–	–	100%	–	27
Mr. Teo Kian Huat ⁽⁵⁾	–	–	100%	–	8
Mr. Stephen Poh Yong Meng ⁽⁶⁾	–	–	100%	–	6
Key Management Personnel*					
S\$750,001 to S\$850,000					
Mr. Kenneth Ip Yew Wa	37%	57%	–	6%	100%
S\$250,000 and below					
Ms. Tan Lay Lee	83%	7%	–	10%	100%

Notes:

Benefits in kind refer to contributions to the Central Provident Fund account and motor vehicle payment for Mr. Ip Kwok Wing. Benefits in kind for Mdm. Janet Lim Fong Li, Mr. Kenneth Ip Yew Wa and Ms. Tan Lay Lee refer to the contributions to their Central Provident Fund accounts.

[^] Mr. Ip Kwok Wing and Mdm. Lim Fong Li Janet are husband and wife, and are both also substantial shareholders of the Company.

(1) Mr. Lim Chi Yuin, Clarence and Ms. Lin Sijia were appointed as Independent Directors on 10 February 2025.

(2) Dr. Raj Kamal s/o Abdul Rasheed was appointed as an Independent Director on 1 September 2025 and accordingly, no remuneration was paid to him in FY2025.

(3) Mr. Abdul Khair bin Abdul Jabar was appointed as the Lead Independent Director on 10 February 2025, and ceased to be the Lead Independent Director on 10 June 2025.

(4) Mr. Chia Seng Hee ceased to be the Lead Independent Director on 7 February 2025.

(5) Mr. Teo Kian Huat retired as an Independent Director on 28 October 2024.

(6) Mr. Stephen Poh Yong Meng ceased to be an Independent Director on 28 October 2024.

* The Group has only two (2) Key Management Personnel who are not Directors.

The Company has not disclosed the aggregate remuneration paid to Key Management Personnel (who are not Directors or the CEO) as the Company believes that it is not in the best interests of the Company and the employees to disclose such details due to the sensitive nature of such information. While the Company does not fully comply with Provision 8.1(b) of the Code, the Company believes it has disclosed sufficient information and still complies with Principle 8 of the Code. The Group does not have other Key Management Personnel save for those disclosed above.

CORPORATE GOVERNANCE REPORT

There were no termination, retirement and post-employment benefits granted to Directors, the CEO and key management personnel for the financial year ended 30 June 2025.

Mr. Kenneth Ip Yew Wa is the Company's Chief Operating Officer and Mr. Andrew Ip Jowa is the Assistant General Manager of Hantong Metal Component and Management Representative for CFM Infratrade Pte. Ltd. They are the sons of Mr. Ip Kwok Wing (Executive Chairman) and Mdm. Lim Fong Li Janet (CEO) and their remuneration respectively fall within the range of S\$750,001 to S\$850,000 and S\$100,001 to S\$200,000 for the financial year ended 30 June 2025. Mr. Ip Kwok Wing and Mdm. Lim Fong Li Janet are both substantial shareholders of the Company and their remuneration is set out in the table above. Save for the foregoing, the Company does not have any employees who are immediate family members of any substantial shareholder, Director or the CEO, during the financial year ended 30 June 2025. The RC was of the view that the remuneration is in line with the staff remuneration guidelines and commensurate with their job scope and level of responsibilities.

(C) ACCOUNTABILITY AND AUDIT

RISK MANAGEMENT AND INTERNAL CONTROLS

Principle 9: The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the company and its shareholders.

The Board recognises that it is responsible for maintaining a system of risk management and internal controls including those addressing financial, operational, compliance and information technology risk (collectively "**internal controls**") to safeguard shareholders' interests and the Group's businesses and assets. Together with Management, the Board identifies and evaluates significant risks applicable to the Group's business, taking into consideration the Group's risk tolerance level and policies, and establishes and designs an appropriate internal control system. The Management is tasked to operate and implement the internal control procedures. These risks are assessed on a regular basis.

Through the reports from Management and internal and external auditors on any material non-compliance and internal control weaknesses, the AC oversees and monitors the implementation of any improvements thereto and reviews the adequacy and effectiveness of risk management system and the internal controls system annually. An independent internal audit firm was engaged in previous financial years to undertake the review of material internal controls on a significant business unit of the Group.

For FY2025, the AC reviewed with the internal auditors, Messrs. PKF Risk Consulting Pte. Ltd. ("**PKF**"), its findings on internal control recommendations. The internal auditor had presented its internal audit findings and recommendations to the AC for FY2025.

With the assistance from PKF and through the AC, the Board also notes that all risk management system and internal control system contain inherent limitations and cost-effective system of risk management system and or internal controls could only provide reasonable and not absolute assurance against the occurrence of material errors, financial misstatement, poor judgement in decision making, human error, losses and or other irregularities.

For the financial year ended 30 June 2025, the Board had received assurance from the CEO and CFO that (i) the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances; and (ii) there were no significant internal control issues or incidents to be brought to the attention of the Audit Committee or the Directors of the Company, and the Group's risk management and internal control systems addressing financial, operational, compliance and information technology risks were adequate and effective.

The Board, with the assistance of the AC, will continue to review, monitor and take appropriate steps to maintain effectiveness or strengthen the Group's overall internal controls system.

CORPORATE GOVERNANCE REPORT

Based on the various control systems put in place and maintained by the Company, the report from the external auditors and internal auditor and follow-up implementation action taken by the Management based on the internal auditor's recommendations, periodic reviews by the Management, the AC and the Board, the Board with the concurrence of the AC is of the opinion that the Group's internal controls (including financial, operational, compliance and information technology controls) and risk management systems were adequate and effective in FY2025.

More details of the Group's risk management are set out in page 59 of this Annual Report.

AUDIT COMMITTEE

Principle 10: The Board has an Audit Committee which discharges its duties objectively.

In FY2025, two (2) AC meetings were held.

As at the date of this annual report, the AC comprises the following three (3) Independent Directors:

Ms. Lin Sijia	:	Chairperson
Mr. Lim Chi Yuin, Clarence	:	Member
Dr. Raj Kamal s/o Abdul Rasheed ⁽¹⁾	:	Member

(1) Following Mr. Abdul Khair bin Abdul Jabar's cessation as the Lead Independent Director and his cessation as a member of the Audit Committee on 10 June 2025, Dr. Raj Kamal s/o Abdul Rasheed was appointed as a member of the Audit Committee with effect from 1 September 2025.

The Board is of the view that the members of the AC, including the AC Chairperson, have relevant accounting or related financial management expertise, knowledge and experience to discharge their responsibilities as members of the AC.

The AC Chairperson has extensive experience in international finance, risk management, and financial law, along with leadership roles in global trade finance operations and strategic asset management. Mr. Lim Chi Yuin, Clarence has extensive operational leadership, board experience across multiple countries, and a strong understanding of corporate governance and financial oversight in connection with these roles. Dr. Raj's analytical expertise and leadership in academia, non-profit organisations, and interdisciplinary projects equip him with the critical thinking and oversight skills essential for his Audit Committee role. Collectively, the Audit Committee's expertise and experience contributes significantly to the Board in dealing with financial and business matters.

The primary functions of the AC are as follows:

- (a) to review the financial and operating results and accounting policies of the Group;
- (b) to review the adequacy, effectiveness, independence, scope and results of the internal and external audits and its cost effectiveness;
- (c) to review the financial statements before their submission to the Board and the external auditors' report on those financial statements;
- (d) to review the significant financial reporting issues and judgements, so as to ensure the integrity of the financial statements, and any announcements relating to the Company's financial performance;
- (e) to review the half-yearly and annual announcement of results of the Group to SGX-ST before submission to the Board for approval;
- (f) to consider and review the assistance given by the Management to the auditors;

CORPORATE GOVERNANCE REPORT

- (g) to review and discuss with the external auditors before the audit commences, the nature and scope of the audit, and ensure co-ordination where more than one audit firm is involved;
- (h) to review the external audit plan and the results of the external auditors' examination and evaluate the effectiveness of the Group's internal control system including review of the internal auditor's internal audit plan and internal audit findings;
- (i) to review and report to the Board the adequacy and effectiveness of the Company's risk management and internal controls system, including financial, operational, compliance and information technology controls at least once a year;
- (j) to review the independence and objectivity of the external auditors;
- (k) to recommend the appointment, re-appointment or removal of external auditors, and approve the terms of engagement and audit fees payable to the external auditors;
- (l) to review IPTs to ensure that they are carried out on normal commercial terms and are not prejudicial to the interests of shareholders, and are in compliance with the then prevailing rules and regulations of the SGX-ST (in particular, Chapter 9 of the Catalist Rules of the SGX-ST);
- (m) to commission and review the major findings of internal investigations into matters where there is any suspected fraud or irregularity or failure of internal controls or infringement of any relevant law, rule or regulation which has or is likely to have a material impact on the Company's operating results and/or financial position;
- (n) to undertake such other functions and duties as may be required by law or the Catalist Rules of the SGX-ST and by such amendments made thereto from time to time;
- (o) to review the assurance from the CEO and CFO on the financial records and financial statements; and
- (p) to review the arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on.

The AC has the explicit authority to investigate any matter within its terms of reference, full access to and co-operation by Management and full discretion to invite any Director or executive officer to attend its meetings, and reasonable resources to enable it to discharge its functions properly.

In addition, the AC has independent access to the internal auditors and the external auditors, who report independently their findings and recommendations to the AC. The AC meets up with the internal and external auditors without the presence of Management at least once annually and reviews the adequacy of the internal controls established by the Management annually on the basis of the assessment of the above mentioned controls by the external auditors.

During the year, the AC carried out independent reviews of the financial statements of the Company before the announcement of the Company's half year and full year results. The AC also reviewed and approved the Company's external auditors' plans to ensure that the plans covered sufficiently the terms of audit scope in reviewing the significant internal controls of the Company. The abovementioned significant controls comprise financial, operational and compliance controls. All audit findings and recommendations put up by the external auditors were forwarded to the AC. Significant issues, including but not limited to, a major departure from accounting standards and general acceptable accounting practices, if any, will be discussed at these meetings.

In addition, the AC undertook a half yearly review of the independence and objectivity of the external auditors through discussions with the external auditors and reviewed non-audit fees paid to the external auditors, if any. Fees paid or payable by the Group to external auditors for audit services for the financial year ended 30 June 2025 amounted to S\$63,000 and there were no non-audit fees paid or payable.

CORPORATE GOVERNANCE REPORT

Messrs. Baker Tilly TFW LLP (“**Baker Tilly**”) is the external auditors of the Company and its Singapore-incorporated subsidiary. The Company confirms that Rule 712 and Rule 715 of the Catalyst Rules in relation to the auditors of the Company have been complied with. Baker Tilly will hold office until the conclusion of the Company’s forthcoming AGM to be held on 29 October 2025. As Baker Tilly will be stepping down as the external auditors of the Company at the forthcoming AGM, shareholders’ approval for the appointment of the incoming external auditors of the Company will be sought at the forthcoming AGM. The AC has recommended to the Board the nomination of Messrs. PKF-CAP LLP for appointment as external auditors of the Company at the forthcoming AGM.

None of the AC members are former partners or Directors of the Company’s external audit firm within the last twenty-four (24) months and none of the AC members hold any financial interest in the external audit firm. The AC took into consideration the Audit Quality Indicators Disclosure Framework published by the Accounting and Corporate Regulatory Authority (ACRA) in its evaluation of the external auditors.

The Company has implemented a “whistle-blowing policy” (“**Policy**”) which provides for the procedures by which employees and other persons may, in confidence, raise concerns about possible improprieties in financial reporting or other matters to the AC Chairman. Details of the Policy together with information on the dedicated whistle-blowing communication channels have been made available to all employees of the Group. The whistleblowing reports can be made to the AC Chairperson via irc@cfmholdings.com. The AC Chairperson, who is independent, has been designated to investigate whistle-blowing reports made in good faith and the identity of the whistle-blower is kept confidential at all times. The Group is committed to ensure protection of the whistle-blower against detrimental or unfair treatment and the AC is responsible for the oversight and monitoring of the Policy. The AC will review the Policy to ensure arrangements are in place for the independent investigation of such matters and for appropriate follow-up action. There were no whistle-blowing cases reported during the financial year ended 30 June 2025.

On a half yearly basis, the Management reports to the AC on any interested person transactions (“**IPT**”).

As part of efforts by the AC in keeping abreast of changes to accounting standards and issues, the AC is kept updated by the external auditors on new financial reporting standards during the year.

The role of the internal auditors (“**IA**”) is to assist the AC to ensure that the Company maintains a sound system of internal controls by regular monitoring of key controls and procedures and ensuring their effectiveness, undertaking investigations as directed by the AC, and conducting regular in-depth audits of high-risk areas. The AC approves the hiring, removal, evaluation and compensation of the internal auditors. The internal auditors have unfettered access to all the Company’s documents, records, properties and personnel, including access to the AC. The primary line of reporting of the internal auditors is to the AC Chairperson.

The IA was engaged in FY2025 to undertake the review of material internal controls on a significant subsidiary of the Group. All findings and recommendations of the IA were submitted to the AC for deliberation with copies of these reports extended to the CEO and the relevant senior management officers. The Group has implemented the recommendations of the IA based on its internal audit work performed for FY2025 and continues to maintain sufficient safeguards and controls over the Group’s operations. The AC also continues to monitor that such safeguards and controls are in place.

The AC reviews the adequacy and effectiveness of the internal audit function of the Group annually and ensures that the internal audit function is adequately resourced and has appropriate standing within the Group. For FY2025, the AC noted that the IA had carried out its function according to the standards set by nationally or internationally recognised professional bodies including the International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors. The IA is an outsourced professional firm with persons who are engaged in the Group’s internal audit, possessing the relevant internal audit qualifications and experience. The internal audit firm engaged in FY2025 was Messrs. PKF Risk Consulting Pte. Ltd., and the partner-in-charge is Mr. Alvin Tee. The AC has assessed and is satisfied that the IA and internal audit function is independent, effective and adequately resourced to perform its function effectively.

CORPORATE GOVERNANCE REPORT

(D) SHAREHOLDER RIGHTS AND ENGAGEMENT

SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS

Principle 11: The company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company. The company gives shareholders a balanced and understandable assessment of its performance, position and prospects.

The Board is committed to providing clear and full information of the Group to shareholders through the publication of notices, announcements, circulars, half-yearly and full-year financial results. The Company does not practise selective disclosure and releases its financial results and other material information to the shareholders on a timely basis in accordance with the requirements of the Catalist Rules, via SGXNET.

Shareholders are encouraged to attend the AGM of the Company to ensure a greater level of shareholder participation and for them to be kept up to date as to the strategies and goals of the Group. An independent polling agent is appointed by the Company for general meetings who will explain the rules, including voting procedures that govern the AGM. All shareholders of the Company receive a copy of the annual report, the notice of AGM and circulars and notices pertaining to any extraordinary general meeting of the Company. The documents and information relating to the business of the AGM (including the Annual Report and Proxy Form) have been published on the Company's website at <https://cfmholdings.com/>, SGXNET at <https://www.sgx.com/securities/company-announcements> and the notice of AGM is also advertised in a newspaper.

To facilitate participation of the shareholders, the Company's Constitution allow a shareholder to appoint not more than two (2) proxies to attend and vote at general meetings.

At general meetings, the external auditors as well as all the Directors, in particular the Chairman of the Board and the respective Chairmen/Chairpersons of the Board Committees, are in attendance to answer queries from shareholders. Shareholders are given the opportunity to submit their views and questions to the Directors and Management on matters relating to the Group and its operations in advance of the AGM. The Board members also avail themselves after general meetings to solicit and understand the view of the shareholders. Minutes of general meetings, which include substantial comments or queries from shareholders and responses from the Board and Management are published on SGXNET and the Company's website within one (1) month from the AGM. All Directors (save for Mr. Teo Kian Huat) were present at the AGM of the Company that was held on 28 October 2024.

All resolutions are put to vote by poll and the voting results of all votes cast for, or against, or abstain, each resolution and the respective percentages are announced at the meeting and via SGXNET upon the conclusion of the general meetings.

The Company does not practice bundling of resolutions. Each resolution is separately tabled at the general meeting. The Company's Constitution does not allow for absentia voting at the general meetings of shareholders.

The Company is not implementing absentia voting methods such as voting via mail, e-mail or fax as there are concerns in relation to security, integrity and other pertinent issues. However, the Company will establish and maintain regular dialogue with shareholders to gather views or inputs and their concerns.

CORPORATE GOVERNANCE REPORT

DIVIDEND POLICY

The Company does not have a specific dividend policy. Nonetheless, Management will, after reviewing the performance of the Company in the relevant financial period, make an appropriate recommendation to the Board. Any dividend declaration will be communicated to shareholders via announcements through SGXNET.

ENGAGEMENT WITH SHAREHOLDERS

Principle 12: The company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the company.

It is the Company's policy to keep all shareholders informed of developments or changes that will have a material impact on the Company's share price, through announcements via SGXNET. Such announcements made and press releases of the Group are also available on the Company's website at <https://cfmholdings.com/>. The annual general meeting is also another avenue through which the Board and all shareholders may communicate.

The Company's half-yearly and full year results announcement are issued via SGXNET. The Company also publishes the announcements on its website <https://cfmholdings.com/>. Once the annual report for FY2025 is completed, a copy will be made available on the website and published via SGXNET.

The Company does not have a formal investor relations policy due to its size and operations but considers advice from its corporate lawyers and professionals on appropriate disclosure requirements before announcing material information to shareholders. Pertinent information is regularly disseminated to the shareholders through SGXNET. The Company will consider the appointment of a professional investor relations officer to manage the function should the need arise. Shareholders may reach the Company through the email: irc@cfmholdings.com for any published matters of, or questions it may have for, the Company.

(E) MANAGING STAKEHOLDERS RELATIONSHIPS

ENGAGEMENT WITH STAKEHOLDERS

Principle 13: The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.

The Company has identified stakeholders as those who are impacted by the Group's business and operations as well as those who have a material impact on the Group's business and operations. Such stakeholders include employees, community, government and regulators, shareholders and investors. The Company engages its stakeholders through various channels including the Company's website at <https://cfmholdings.com/> to ensure that the business interests of the Group are balanced against the needs and interests of its stakeholders.

The Company engages with stakeholders through various channels to ensure that its business interests are aligned with those of the stakeholders, to understand and address their concerns, so as to improve management strategies, as well as to sustain business operations for long-term growth.

CORPORATE GOVERNANCE REPORT

Stakeholders are either entities or individuals who are either directly or indirectly involved in the Company and may be significantly impacted by how the Group operates. The key stakeholders include financial institutions, investors, shareholders, government, regulators, employees, customers, and vendors. The Company has identified and prioritised the matters raised, such as economic, environmental, social and governance factors, details of which can be found in the Sustainability Report 2025 in this annual report. These factors have been ranked in accordance with importance to the stakeholders and importance to the Group.

The Group has undertaken a process to determine the environmental, social and governance (“ESG”) factors which are important to these stakeholders. A more detailed elaboration on the Company’s sustainability strategy and key areas of focus in relation to the management of stakeholder relationship is set out in the Sustainability Report 2025.

DEALINGS IN SECURITIES

Catalist Rule 1204(19)

The Company has adopted its own guidelines based substantially on the provisions of Rule 1204(19) of the Catalist Rules. These internal guidelines apply to dealings in securities by all employees (including Directors and other officers) of the Group. The Company sends notification via email to notify all its employees (including its officers and Directors) one (1) month prior to the announcement of the Company’s financial statements for the Company’s half year and full year financial statements, that trading in the Company’s securities is strictly prohibited. In addition, the Directors and officers of the Company are advised not to deal (whether directly or indirectly) in the Company’s securities on short-term considerations and are to be mindful of the law on insider trading as prescribed by the Securities and Futures Act 2001 of Singapore at all times even when dealing in securities within the permitted trading period.

The Company, its Directors and officers should not deal in the listed securities of the Company for a period of one (1) month before the half year and full year results, or if they are in possession of unpublished price-sensitive information.

INTERESTED PERSON TRANSACTIONS (“IPT”)

Catalist Rule 1204(17)

The Company has established procedures to ensure that all IPTs are reported in a timely manner to the AC. All IPTs are subject to review by the AC to ensure that all such transactions are conducted at arm’s length basis, on normal commercial terms, and will not be prejudicial to the interests of the shareholders.

As a listed company on the SGX-ST, the Company is required to comply with Chapter 9 of the SGX-ST’s Catalist Rules on Interested Person Transactions. To ensure compliance, the Company has taken the following steps:

- (a) Compliance with Chapter 9 is an integral part of the credit approval process for the Company; and
- (b) An annual update of Directors’ personal particulars is obtained.

There was no IPT with a value of \$100,000 or more conducted in FY2025.

CORPORATE GOVERNANCE REPORT

RISK MANAGEMENT

The Company does not have a Risk Management Committee. However, the Management regularly reviews the Group's business and operational activities to identify areas of significant business risks as well as appropriate measures to control and mitigate these risks. The Management reviews all significant control policies and procedures and highlights all significant matters to the Board and the AC.

Risk Appetite of the Group

The Group relies on Management to monitor day to day operations. Key corporate decisions, such as investments or acquisitions of businesses are subject to Board approval. The Group's performance is monitored closely by the Board periodically and any significant matters that might have an impact on the operating results are required to be brought to the immediate attention of the Board.

The Group has also taken a strict stance towards avoiding any risks that might result in breaching relevant laws and regulations and risks that could adversely affect the reputation of the Group. Active efforts are also in place to manage risks within impact such as transferring them to third party insurers or having internal control procedures to better mitigate the likelihood of their occurrence.

Risk Assessment and Monitoring

The nature and extent of risks to the Group will be assessed regularly by key management personnel and risk reports covering top risks to the Group will be submitted to the AC when it arises. The Board has also received assurance from the CEO and the CFO that: (i) the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances; and (ii) the Company's risk management and internal control systems are adequate and effective to address the financial, operational, compliance and information technology risks.

MATERIAL CONTRACTS

Catalist Rule 1204(8)

Save for the Executive Directors' service contracts, there were no material contracts, not being contracts entered into in the ordinary course of business, that were entered into by the Company and its subsidiaries that involved the interests of the CEO, any Director or controlling shareholder of the Company either still subsisting at the end of the financial year or if not then subsisting, entered into since the end of the previous financial year.

NON-SPONSOR FEES

Catalist Rule 1204(21)

There were no non-sponsor fees paid to the Company's sponsor, Novus Corporate Finance Pte. Ltd. during the financial year ended 30 June 2025.

CORPORATE GOVERNANCE REPORT

PARTICULARS OF DIRECTORS PURSUANT TO PROVISION 4.5 OF THE CODE

NAME	ACADEMIC/ PROFESSIONAL QUALIFICATIONS/ AFFILIATIONS	BOARD APPOINTMENT EXECUTIVE/ NON-EXECUTIVE/ INDEPENDENT	DATE OF APPOINTMENT	DATE LAST RE-ELECTED	DIRECTORSHIP/ CHAIRMANSHIPS IN OTHER LISTED COMPANIES IN SINGAPORE (PRESENT & HELD OVER THE PRECEDING FIVE YEARS) & OTHER PRINCIPAL COMMITMENTS
Ip Kwok Wing	Nil	Executive Chairman	28 April 2000	28 October 2022	Directorships in other Listed Companies Nil Other principal commitments Nil
Lim Fong Li Janet	Bachelor of Science in Business Administration University of Wales Master's Degree in Marketing Communication, University of Canberra	Executive Director and Chief Executive Officer	28 April 2000	26 October 2023	Directorships in other Listed Companies Nil Other principal commitments Nil
Lim Chi Yui, Clarence	Bachelor of Engineering in Mechanical Engineering (Honours), Nanyang Technological University	Lead Independent Non-Executive Director	10 February 2025	Not Applicable	Directorships in other Listed Companies Nil Other principal commitments Operations Director at RGIS
Lin Sijia	Bachelor of Arts in Economics and Finance (First Class Honours), University of Keele Master of Science in Finance and Financial Law (Merit), The School of Oriental and African Studies, University of London	Independent Non- Executive Director	10 February 2025	Not Applicable	Directorships in other Listed Companies Nil Other principal commitments Head of Trade Assets Management / Executive Director at Australia and New Zealand Banking Group Ltd

CORPORATE GOVERNANCE REPORT

NAME	ACADEMIC/ PROFESSIONAL QUALIFICATIONS/ AFFILIATIONS	BOARD APPOINTMENT EXECUTIVE/ NON-EXECUTIVE/ INDEPENDENT	DATE OF APPOINTMENT	DATE LAST RE-ELECTED	DIRECTORSHIP/ CHAIRMANSHIPS IN OTHER LISTED COMPANIES IN SINGAPORE (PRESENT & HELD OVER THE PRECEDING FIVE YEARS) & OTHER PRINCIPAL COMMITMENTS
Dr. Raj Kamal s/o Abdul Rasheed	<p>Doctor of Philosophy (Engineering), Nanyang Technological University</p> <p>Bachelor of Engineering in Mechanical Engineering (First Class Honours), Nanyang Technological University</p>	Independent Non- Executive Director	1 September 2025	Not Applicable	<p>Directorships in other Listed Companies Nil</p> <p>Other principal commitments</p> <p>Founding Director, Art Practitioner and Educator The Lucid Umbrella Pte Ltd</p> <p>Adjunct Faculty of:</p> <ul style="list-style-type: none"> RMIT and Murdoch University (Kaplan Singapore) Singapore Institute of Technology (SIT), Culinary Institute of America Management Development Institute of Singapore (MDIS)

DIRECTORS' STATEMENT

The directors hereby present their statement to the members together with the audited consolidated financial statements of CFM Holdings Limited (the “**Company**”) and its subsidiary corporations (collectively, the “**Group**”) and the balance sheet of the Company for the financial year ended 30 June 2025.

In the opinion of the directors:

- (i) the consolidated financial statements of the Group and the balance sheet of the Company as set out on pages 69 to 116 are drawn up so as to give a true and fair view of the financial positions of the Group and of the Company as at 30 June 2025 and of the financial performance, changes in equity and cash flows of the Group for the financial year then ended in accordance with the provisions of the Companies Act 1967 (the “**Act**”) and Singapore Financial Reporting Standards (International) (“**SFRS(I)**”); and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

DIRECTORS

The directors of the Company in office at the date of this statement are:

Ip Kwok Wing	
Lim Fong Li, Janet	
Lim Chi Yui, Clarence	(Appointed on 7 February 2025)
Lin Sijia	(Appointed on 7 February 2025)
Raj Kamal s/o Abdul Rasheed	(Appointed on 1 September 2025)

ARRANGEMENT TO ENABLE DIRECTORS TO ACQUIRE BENEFITS

Except as disclosed in this statement, neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

The directors of the Company holding office at the end of the financial year had no interests in the shares and debentures of the Company and related corporations as recorded in the Register of Directors' Shareholdings kept by the Company under Section 164 of the Act except as follows:

NAME OF DIRECTOR	NUMBER OF ORDINARY SHARES			
	SHAREHOLDINGS REGISTERED IN THE NAME OF DIRECTOR		SHAREHOLDINGS IN WHICH A DIRECTOR IS DEEMED TO HAVE AN INTEREST	
	AT BEGINNING OF THE FINANCIAL YEAR	AT END OF THE FINANCIAL YEAR	AT BEGINNING OF THE FINANCIAL YEAR	AT END OF THE FINANCIAL YEAR
The Company				
Ip Kwok Wing	74,319,300	74,319,300	–	–
Lim Fong Li, Janet	61,601,150	61,601,150	–	–

DIRECTORS' STATEMENT

DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (CONT'D)

There was no change in any of the above-mentioned interests in the Company between the end of the financial year and 21 July 2025.

By virtue of Section 7 of the Act, Ip Kwok Wing and Lim Fong Li, Janet are deemed to have an interest in the shares held by the Company in its wholly-owned subsidiary corporations.

SHARE OPTIONS

No option to take up unissued shares of the Company or its subsidiary corporations was granted during the financial year.

There were no shares issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company or its subsidiary corporations whether granted before or during the financial year.

There were no unissued shares of the Company or its subsidiary corporations under option at the end of the financial period/year.

AUDIT COMMITTEE

The members of the Audit Committee ("**AC**") at the date of this statement are:

Lin Sijia	(Chairperson)
Raj Kamal s/o Abdul Rasheed	(Member)
Lim Chi Yuin, Clarence	(Member)

The AC carried out its functions in accordance with Section 201B(5) of the Act. Their functions are detailed in the Corporate Governance Report section of this Annual Report.

In performing its functions, the AC met with the Company's independent and internal auditors to discuss the scope of their work, the results of their examination and evaluation of the Company's internal accounting control system.

DIRECTORS' STATEMENT

AUDIT COMMITTEE (CONT'D)

The AC also reviewed the following:

- (a) assistance provided by the Company's management to the internal and independent auditors;
- (b) half yearly financial information and annual financial statements of the Group and the Company prior to their submission to the directors of the Company for adoption; and
- (c) interested person transactions (as defined in Chapter 9 of the Catalist Rules of the SGX).

The AC is satisfied with the independence and objectivity of the independent auditor.

On behalf of the directors

Ip Kwok Wing
Executive Chairman

Lim Fong Li, Janet
Chief Executive Officer

3 October 2025

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF CFM HOLDINGS LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the accompanying financial statements of CFM Holdings Limited (the “**Company**”) and its subsidiaries (the “**Group**”) as set out on pages 69 to 116, which comprise the balance sheets of the Group and the Company as at 30 June 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the balance sheet of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the “**Act**”) and Singapore Financial Reporting Standards (International) (“**SFRS(I)**”) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 30 June 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (“**SSAs**”). Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority (“**ACRA**”) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (“**ACRA Code**”) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Impairment review of investment in subsidiaries in Company’s financial statements

As disclosed in Note 13 to the financial statements, the net carrying amount of the investment in subsidiaries is stated at \$9,515,000 (2024: \$17,283,000) after deducting impairment loss of \$2,770,000 (2024: \$5,294,000) as at 30 June 2025. During the financial year, the Company recognised a net impairment loss amounting to \$430,000 (2024: \$1,516,000).

The assessment of recoverable amount of the Company’s investment in subsidiaries is considered to be significant to our audit as the carrying amount of investment in subsidiaries is material to the Company’s financial statements and the assessment requires use of subjective assumptions by management.

Management assessed the recoverable amount of its investment in subsidiaries based on the fair value less costs of disposal of the subsidiaries. The determination of fair value less costs of disposal involve estimation of the fair values of the underlying assets and liabilities of the subsidiary.

The significant estimates applied in the impairment assessment of investment in subsidiaries and disclosures for key assumptions used are included in Notes 3 and 13 to the financial statements.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF CFM HOLDINGS LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Key Audit Matters (cont'd)

Impairment review of investment in subsidiaries in Company's financial statements (cont'd)

How the matter was addressed in our audit:

We obtained an understanding of management's impairment assessment process for their assessment of the recoverable amount of the Company's investment in subsidiaries.

We obtained management's assessment of the fair value less costs of disposal, which is determined based on the underlying assets and liabilities of the subsidiaries. We assessed the elements of the underlying assets and liabilities in determining the fair value less costs of disposals to ensure the valuation methodology was appropriate, and the assumptions and key estimations of the fair value of underlying assets and liabilities were reasonable. We also checked the arithmetic accuracy of the computation.

We also assessed the adequacy and appropriateness of the disclosures made in the financial statements.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report 2025 but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I), and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF CFM HOLDINGS LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF CFM HOLDINGS LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporation incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Ng Wei Lun.

Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

3 October 2025

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the financial year ended 30 June 2025

	NOTE	GROUP	
		2025 \$'000	2024 \$'000
Revenue	4	24,721	29,564
Cost of sales		(19,581)	(21,449)
Gross profit		5,140	8,115
Other income	5	464	539
Marketing and distribution expenses		(282)	(328)
Administrative and other expenses		(5,124)	(5,386)
Net (impairment loss)/reversal of impairment losses on financial assets		(1)	144
Finance costs	6	(116)	(149)
Profit before tax	7	81	2,935
Tax expense	9	(408)	(1,133)
(Loss)/profit for the financial year		(327)	1,802
Other comprehensive profit/(loss) for the financial year, net of tax:			
<i>Items that are or may be reclassified subsequently to profit or loss:</i>			
Currency translation differences arising on consolidation		570	(143)
Total comprehensive income for the financial year		243	1,659
		CENTS	CENTS
(Loss)/earnings per share			
Basic and diluted	10	(0.16)	0.89

The accompanying notes form an integral part of these financial statements.

BALANCE SHEETS

At 30 June 2025

	NOTE	GROUP		COMPANY	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Non-current assets					
Property, plant and equipment	11	5,687	6,467	–	–
Intangible assets	12	23	–	–	–
Investment in subsidiaries	13	–	–	9,515	17,283
Prepayments	11(d)	79	302	–	–
Total non-current assets		5,789	6,769	9,515	17,283
Current assets					
Inventories	14	3,602	4,059	–	–
Trade receivables	15	4,514	5,911	–	–
Other receivables and prepayments	16	286	235	23	3
Amounts due from subsidiaries	17	–	–	217	–
Cash and bank balances	18	13,434	13,993	3,096	38
Income tax recoverable		319	142	–	–
		22,155	24,340	3,336	41
Non-current asset classified as held for sale	27	2,038	–	–	–
Total current assets		24,193	24,340	3,336	41
Total assets		29,982	31,109	12,851	17,324
Non-current liabilities					
Provision for reinstatement	26	30	–	–	–
Borrowings	19	442	2,063	–	–
Lease liabilities	20	304	149	–	–
Deferred tax liabilities	21	290	253	–	–
Total non-current liabilities		1,066	2,465	–	–
Current liabilities					
Trade payables		2,124	2,560	–	–
Contract liabilities	22	143	30	–	–
Other payables	23	2,161	2,726	719	693
Amounts due to subsidiaries	17	–	–	80	3,242
Lease liabilities	20	235	318	–	–
Borrowings	19	1,872	422	–	–
Income tax payable		–	450	–	5
Total current liabilities		6,535	6,506	799	3,940
Total liabilities		7,601	8,971	799	3,940
Net assets		22,381	22,138	12,052	13,384

The accompanying notes form an integral part of these financial statements.

BALANCE SHEETS (CONT'D)

At 30 June 2025

	NOTE	GROUP		COMPANY	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Equity					
Share capital	24	22,963	22,963	22,963	22,963
Accumulated profits/(losses)	25	70	397	(10,911)	(9,579)
Foreign currency translation reserve		(652)	(1,222)	–	–
Total equity		22,381	22,138	12,052	13,384

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 30 June 2025

	SHARE CAPITAL \$'000	ACCUMULATED PROFITS \$'000	FOREIGN CURRENCY TRANSLATION RESERVE \$'000	TOTAL EQUITY \$'000
2025				
Balance at 1 July 2024	22,963	397	(1,222)	22,138
Loss for the financial year	–	(327)	–	(327)
Other comprehensive income for the financial year, net of tax				
- Currency translation differences arising on consolidation	–	–	570	570
Total comprehensive (loss)/income for the financial year	–	(327)	570	243
Balance at 30 June 2025	22,963	70	(652)	22,381
2024				
Balance at 1 July 2023	22,963	95	(1,079)	21,979
Profit for the financial year	–	1,802	–	1,802
Other comprehensive loss for the financial year, net of tax				
- Currency translation differences arising on consolidation	–	–	(143)	(143)
Total comprehensive income/(loss) for the financial year	–	1,802	(143)	1,659
Final tax-exempt dividend of 0.7443 cents per ordinary shares in respect of financial year 2023	–	(1,500)	–	(1,500)
Balance at 30 June 2024	22,963	397	(1,222)	22,138

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 30 June 2025

	NOTE	GROUP	
		2025 \$'000	2024 \$'000
Cash flows from operating activities			
Profit before tax		81	2,935
Adjustments for:			
Depreciation on property, plant and equipment		951	833
Amortisation of intangible assets		3	–
Gain on disposal of property, plant and equipment		(8)	(51)
Loss on lease termination and modification		7	*
Inventories written down		141	176
Inventories written back		(156)	(128)
Inventories written off		9	69
Net impairment losses/(reversal of impairment losses) on financial assets		1	(144)
Interest expenses		116	149
Interest income		(299)	(353)
Property, plant and equipment written off		7	–
Unrealised gain on foreign currency exchange		(2)	(17)
Operating cash flows before working capital changes		851	3,469
Inventories		621	(459)
Receivables		1,517	630
Payables and contract liabilities		(1,067)	710
Foreign currency translation adjustments		3	141
Cash generated from operations		1,925	4,491
Interest received		311	353
Income tax paid		(1,031)	(1,387)
Net cash generated from operating activities		1,205	3,457
Cash flows from investing activities			
Purchases of property, plant and equipment	11(d)	(1,407)	(1,065)
Purchases of intangible assets		(26)	–
Proceeds from disposal of property, plant and equipment		8	84
Matured fixed deposits		1,546	3,627
Net cash generated from investing activities		121	2,646
Cash flows from financing activities			
Repayment of borrowings		(215)	(150)
Repayment of lease liabilities		(247)	(275)
Interest paid		(116)	(149)
Dividend paid		–	(1,500)
Restricted balance in use		1	35
(Placement)/matured of fixed deposit pledged with financial institutions		(94)	1
Net cash used in financing activities		(671)	(2,038)

* Amount is less than \$1,000.

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS (CONT'D)

For the financial year ended 30 June 2025

	NOTE	GROUP	
		2025 \$'000	2024 \$'000
Net increase in cash and cash equivalents		655	4,065
Cash and cash equivalents at beginning of the financial year		10,308	6,303
Effect of exchange rate changes on cash and cash equivalents		237	(60)
Cash and cash equivalents at end of the financial year	18	11,200	10,308

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. CORPORATE INFORMATION

The Company (Co. Reg. No. 200003708R) is incorporated and domiciled in Singapore and is a public limited company listed on the Catalist of Singapore Exchange Securities Trading Limited (“**SGX-ST**”).

The address of its registered office and principal place of business is at 4008 Ang Mo Kio Avenue 10, Techplace 1, #04-22, Singapore 569625.

The principal activity of the Company is that of investment holding. The principal activities of the subsidiaries are disclosed in Note 13.

The ultimate controlling party of the Group is Ip Kwok Wing and his spouse, Lim Fong Li, Janet.

2. MATERIAL ACCOUNTING POLICIES

a) Basis of preparation

The financial statements are presented in Singapore dollar (“\$”), which is the Company’s functional currency and all information presented in Singapore dollar are rounded to the nearest thousand (\$’000) except when otherwise indicated. The financial statements of the Group and the balance sheet of the Company have been prepared in accordance with the provisions of the Companies Act 1967 (the “**Act**”) and Singapore Financial Reporting Standards (International) (“**SFRS(I)**”). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with SFRS(I) requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management’s best knowledge of current events and actions, historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The areas involving a higher degree of judgement in applying accounting policies, or areas where assumptions and estimates have significant risk of resulting in material adjustment within the next financial year are disclosed in Note 3.

The carrying amounts of cash and bank balances, trade and other current receivables and payables (other than lease liabilities and non-current borrowings) approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

a) Basis of preparation (cont'd)

New and revised standards that are adopted

In the current financial year, the Group has adopted all the new and revised SFRS(I) and SFRS(I) Interpretations (“**SFRS(I) INT**”) that are relevant to its operations and effective for the current financial year. Changes to the Group’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and SFRS(I) INT.

The adoption of these new and revised SFRS(I) and SFRS(I) INT did not have any material effect on the financial performance or position of the Group and the Company.

New and revised standards not yet effective

New standards, amendments to standards and interpretations that have been issued at the end of the reporting period but are not yet effective for the financial year ended 30 June 2025 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Group and the Company except as disclosed below:

SFRS(I) 18 Presentation and Disclosure in Financial Statements

SFRS(I) 18 will replace SFRS(I) 1-1 *Presentation of Financial Statements* for annual reporting period beginning on or after 1 January 2027, with earlier application permitted. It requires retrospective application with specific transaction provisions.

The new standard introduces the following key requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present subtotals and totals for “operating profit”, “profit or loss before financing and income taxes”, and “profit or loss” in the statement of profit or loss.
- Management-defined performance measures (“**MPMs**”) are disclosed in a single note within the financial statements. This note includes details on how the measure is calculated, the relevance of the information provided to users, and a reconciliation to the most comparable subtotal specified by the FRSS.
- Enhanced guidance on aggregating and disaggregating information in financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Group and the Company are in the process of assessing the impact of the new standard on the primary financial statements and notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

b) Revenue recognition

Sales of metal components and cleanroom products

Revenue from sales of goods in the ordinary course of business is recognised when the Group satisfies a performance obligation (“**PO**”) by transferring control of a promised good to the customer. The amount of revenue recognised is the amount of the transaction price allocated to the satisfied PO. The transaction price is the amount of consideration in the sales contract to which the Group expects to be entitled in exchange for transferring the promised goods. Revenue is recognised at the point when the goods are delivered to the customer. A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due. For goods which require advance consideration from the customers, the advance consideration are recognised as contract liability upon cash receipts from customers and recognised as revenue when the Group satisfies the performance obligation under its contract.

Sales of tooling products

Revenue from sales of tooling products is recognised at a point in time when control of the products has been transferred, being when the customer accepts the delivery of the goods. For goods which require advance consideration from the customers, the advance consideration are recognised as contract liability at the time of the initial sales transaction and recognised as revenue when the Group satisfies the performance obligation under its contract.

Sales are made with a credit term of 30 to 90 days, which is consistent with market practice, therefore, no element of financing is deemed present. A receivable is recognised when the customer accepts the delivery of the goods as the consideration is unconditional other than the passage of time before the payment is due.

Storage services

Revenue from storage services is recognised over time on a monthly basis when the services are rendered and billed at the commencement of each month.

c) Inventories

Inventories are stated at the lower of cost and net realisable value.

Cost incurred in bringing the inventories to their present location and conditions are accounted for as follows:

- Raw materials: purchase costs on a first-in first-out basis.
- Finished goods and work-in-progress: costs of direct materials and labour and a proportion of manufacturing overheads based on normal operating capacity. These costs are assigned on a weighted average cost basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and selling expenses.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

d) Leases

Lease liabilities

The lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease.

The lease liabilities are subsequently measured by increasing the carrying amount to reflect interest on the lease liabilities using the effective interest method and reducing the carrying amount to reflect the lease payments made.

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). The right-of-use assets comprise the initial measurement of the corresponding lease liabilities, lease payments made at or before the commencement date, initial direct cost, less any lease incentive received.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under SFRS(I) 1-37 *Provisions, Contingent Liabilities and Contingent Assets*.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented within “property, plant and equipment” in the balance sheets.

e) Financial assets

Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date - the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets (other than financial assets at fair value through profit or loss) are added to the fair value of the financial assets on initial recognition. Transaction costs directly attributable to acquisition of financial assets at fair value through profit or loss are recognised immediately in profit or loss. Trade receivables without a significant financing component is initially measured at transaction prices.

Classification and measurement

The Group classifies its financial assets at amortised cost. The classification is based on the entity's business model for managing the financial asset and the contractual cash flow characteristics of the financial assets. The Group reclassifies financial assets when and only when its business model for managing those assets changes.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

e) Financial assets (cont'd)

Subsequent measurement

Debt instruments include cash and bank balances, trade receivables and other receivables (excluding prepayments and GST receivables).

The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specific dates to cash flows that are solely payment of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired. Interest income from these financial assets is included in interest income using the EIR method.

Impairment

The Group recognises an allowance for expected credit losses (“ECLs”) for financial assets carried at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables, the Group applies a simplified approach to recognise a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted as appropriate for current conditions and forward-looking factors specific to the debtors and the economic environment.

If the Group has measured the loss allowance for a financial asset at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

The Group recognises an impairment gain or loss in profit or loss for all financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONT'D)

f) Financial liabilities

Financial liabilities include trade payables, other payables, borrowings and lease liabilities. Financial liabilities are recognised on the balance sheet when, and only when, the Group becomes a party to the contractual provisions of the financial instruments. Financial liabilities are initially recognised at fair value minus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

A financial liability is derecognised when the obligation under the liability is extinguished. Gains and losses are recognised in profit or loss when the liabilities are derecognised and through amortisation process.

3. KEY SOURCES OF ESTIMATION UNCERTAINTY

The key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

Impairment assessment of investment in subsidiaries - Company level

The Company reviews the investment in subsidiaries at the balance sheet date to determine whether there is any indication that an asset may be impaired and whether there is any indication that an impairment loss recognised in the prior periods for an asset may no longer exist or may be decreased.

Management assessed the recoverable amount of the Company's investment in subsidiaries based on the fair value less costs of disposal of the investment in subsidiaries. The determination of fair value less costs of disposal involve estimation of the fair values of the underlying assets and liabilities of the subsidiary.

The carrying amount of the Company's investment in subsidiaries as at 30 June 2025 is disclosed in Note 13.

Write-down of inventories

Management reviews the inventory listing on a periodic basis. This review involves comparison of the carrying amount of the aged inventory items with the respective net realisable value. The purpose is to estimate the net realisable value, based on the estimated selling price in the ordinary course of business and to determine any write-down or reversal of write-down is to be made in the financial statements for slow-moving items. Management is satisfied that the inventories have been written down adequately in the financial statements.

At 30 June 2025, the carrying amounts of inventories of the Group after the write-down or reversal of write-down are disclosed in Note 14.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

4. REVENUE

The following table provides a disaggregation disclosure of the Group's revenue by service lines and timing of revenue recognition.

	GROUP	
	2025	2024
	\$'000	\$'000
<i>At a point in time</i>		
- Sales of metal components	22,435	27,460
- Sales of cleanroom products	1,421	1,435
- Sales of tooling products	859	628
<i>Over time</i>		
- Storage services	6	41
	24,721	29,564
Revenue recognised during the financial year from:		
Amounts included in contract liabilities at the beginning of the financial year	30	129

The Group applies the practical expedient in SFRS(I) 15 *Revenue from Contracts with Customers* and does not disclose information about its remaining performance obligation if:

- The performance obligation is part of a contract that has an original expected duration of one year or less; or
- The Group has a right to invoice a customer in an amount that corresponds directly with its performance to date, and it recognises revenue in that amount.

5. OTHER INCOME

	GROUP	
	2025	2024
	\$'000	\$'000
Government grants	79	40
Interest income	299	353
Rental income	1	1
Foreign currency exchange gain, net	–	17
Gain on disposal of property, plant and equipment	8	51
Others	77	77
	464	539

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

6. FINANCE COSTS

	GROUP	
	2025	2024
	\$'000	\$'000
Interest expenses:		
- Lease liabilities	18	30
- Bank loans and banker's acceptances	98	119
	116	149

7. PROFIT BEFORE TAX

	GROUP	
	2025	2024
	\$'000	\$'000
Profit before tax is arrived at after charging/(crediting):		
Audit fees paid/payable to:		
- Auditor of the Company	63	67
- Other auditors – network firms	24	20
- Other auditors – non-network firms	38	28
Non-audit fees paid/payable to:		
- Auditors of the Company	–	–
- Other auditors – network firms	–	–
- Other auditors – non-network firms	–	–
Depreciation of property, plant and equipment (Note 11)	951	833
Amortisation of intangible assets (Note 12)	3	–
Directors' fees paid/payable to non-executive directors of the Company	69	82
Inventories written down (Note 14)	141	176
Inventories written back (Note 14)	(156)	(128)
Inventories written off (Note 14)	9	69
Property, plant and equipment written off	7	–
Net impairment loss/(reversal of impairment losses) on financial assets	1	(144)
Lease expense – short-term leases (Note 20)	58	49
Professional fees	283	184
Foreign currency exchange loss, net	668	–
Staff costs (Note 8)	9,496	10,943

* Amount is less than \$1,000.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

8. STAFF COSTS

	GROUP	
	2025 \$'000	2024 \$'000
Salaries and bonuses	7,829	9,187
Contributions to defined contribution plans	486	489
Other benefits	1,181	1,267
	9,496	10,943

9. TAX EXPENSE

	GROUP	
	2025 \$'000	2024 \$'000
Tax expense attributable to profits is made up of:		
- Current income tax provision	493	1,203
- Deferred tax	15	66
	508	1,269
(Over)/under provision in prior years		
- Current income tax	(103)	(136)
- Deferred tax	3	-
	(100)	(136)
	408	1,133

The income tax expense on the results of the financial year differs from the amount of income tax determined by applying the domestic statutory rate of income tax applicable to the countries where the Group operates due to the following factors:

	GROUP	
	2025 \$'000	2024 \$'000
Profit before tax	81	2,935
Tax at the domestic rates applicable to profit in the countries where the Group operates	130	840
Income not subject to tax	(259)	(79)
Expenses not deductible for income tax purposes	532	486
Over provision of tax in prior years	(100)	(136)
Utilisation of previously unrecognised tax losses	(9)	(27)
Change in unrecognised temporary differences	102	49
Others	12	-
	408	1,133

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

9. TAX EXPENSE (CONT'D)

The reconciliation is prepared by aggregating separate reconciliations using the domestic rate in each individual jurisdiction under which the Group's major components operate. For these components which are located in Singapore, Malaysia, Slovak Republic and The People's Republic of China, the applicable domestic tax rates used are 17% (2024: 17%), 24% (2024: 24%), 21% (2024: 21%) and 25% (2024: 25%) respectively.

At the balance sheet date, the Group has unutilised tax losses amounting to \$4,320,000 (2024: \$4,371,000) that are available for carry forward to offset against future taxable income subject to the compliance with the tax regulations of the respective countries in which the Group companies are incorporated and the approval by the relevant tax authorities.

The potential deferred tax assets on the following temporary differences have not been recognised at the balance sheet date as it is not probable that future taxable profits will be sufficient to allow the related tax benefits to be realised:

	GROUP	
	2025	2024
	\$'000	\$'000
<i>Unrecognised deductible temporary differences:</i>		
Unutilised tax losses	4,320	4,371
Other deductible temporary differences	867	325
	5,187	4,696

10. (LOSS)/EARNINGS PER SHARE

The calculation of the basic and diluted (loss)/earnings per share attributable to the ordinary equity holders of the Company are based on the following:

	GROUP	
	2025	2024
Net (loss)/profit attributable to equity holders of the Company (\$'000)	(327)	1,802
Weighted average number of ordinary shares in issue ('000)	201,535	201,535
Basic and diluted earnings per share (cents per share)	(0.16)	0.89

Basic and diluted (loss)/earnings per share are calculated by dividing the Group's net (loss)/profit attributable to shareholders of the Company by the weighted average number of fully-paid ordinary shares in issue during the financial year.

The denominators used are the same as those detailed above for both basic and diluted (loss)/earnings per share as there is no dilutive share outstanding during the relevant period.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

11. PROPERTY, PLANT AND EQUIPMENT

Group 2025 Cost	FREEHOLD LANDS		LEASEHOLD LAND AND BUILDINGS		RENO-	MACHINERY FURNITURE AND EQUIPMENT			MOTOR	TOTAL
	\$'000	\$'000	\$'000	\$'000	VATION	OFFICE	AND	AND	VEHICLES	
					\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At 1.7.2024	633	2,695	4,294	842	1,062	16,559	106	427	747	27,365
Additions	-	-	413	57	33	1,489	19	-	20	2,031
Lease modification/termination	-	-	(230)	-	-	-	-	-	-	(230)
Disposals/write-off	-	-	-	(8)	(165)	(105)	-	(10)	(15)	(303)
Reclassified as non-current asset classified as held-for-sale	-	-	(2,158)	-	-	-	-	-	-	(2,158)
Exchange differences	58	127	74	31	31	425	3	11	23	783
At 30.6.2025	691	2,822	2,393	922	961	18,368	128	428	775	27,488
Accumulated depreciation										
At 1.7.2024	-	1,941	1,060	710	727	15,329	53	424	498	20,742
Depreciation charge (Note 7)	-	16	305	36	53	436	13	-	92	951
Lease modification/termination	-	-	(171)	-	-	-	-	-	-	(171)
Disposals/write-off	-	-	-	(3)	(164)	(104)	-	(10)	(15)	(296)
Reclassified as non-current asset classified as held-for-sale	-	-	(120)	-	-	-	-	-	-	(120)
Exchange differences	-	66	29	29	26	359	2	11	17	539
At 30.6.2025	-	2,023	1,103	772	642	16,020	68	425	592	21,645
Accumulated impairment losses										
At 1.7.2024 and 30.6.2025	-	-	-	-	70	86	-	-	-	156
Carrying amount										
At 30.6.2025	691	799	1,290	150	249	2,262	60	3	183	5,687

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group	FREEHOLD LANDS		LEASEHOLD BUILDINGS		RENO-VATION		OFFICE EQUIPMENT		MACHINERY AND EQUIPMENT		FURNITURE AND FITTINGS		TOOLINGS		MOTOR VEHICLES		TOTAL \$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Cost																	
At 1.7.2023	643	2,745	4,308	820	1,058	16,444	107	451	779	27,355							
Additions	-	-	43	28	105	546	2	-	279	1,003							
Lease modification/ termination	-	-	(42)	-	-	-	-	-	-	(42)							
Disposals/write-off	-	-	-	-	(93)	(289)	(2)	(19)	(308)	(711)							
Exchange differences	(10)	(50)	(15)	(6)	(8)	(142)	(1)	(5)	(3)	(240)							
At 30.6.2024	633	2,695	4,294	842	1,062	16,559	106	427	747	27,365							
Accumulated depreciation																	
At 1.7.2023	-	1,932	762	683	796	15,384	44	448	750	20,799							
Depreciation charge (Note 7)	-	42	329	32	32	339	12	1	46	833							
Lease modification/ termination	-	-	(25)	-	-	-	-	-	-	(25)							
Disposals/write-off	-	-	-	-	(93)	(273)	(2)	(19)	(291)	(678)							
Exchange differences	-	(33)	(6)	(5)	(8)	(121)	(1)	(6)	(7)	(187)							
At 30.6.2024	-	1,941	1,060	710	727	15,329	53	424	498	20,742							
Accumulated impairment losses																	
At 1.7.2023 and 30.6.2024	-	-	-	-	70	86	-	-	-	156							
Carrying amount																	
At 30.6.2024	633	754	3,234	132	265	1,144	53	3	249	6,467							

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	OFFICE EQUIPMENT \$'000
Company	
Cost	
At 1.7.2023, 30.6.2024, and 30.6.2025	4
Accumulated depreciation	
At 1.7.2023, 30.6.2024, and 30.6.2025	4
Carrying amount	
At 30.6.2024 and 30.6.2025	–

- (a) Included in property, plant and equipment of the Group are right-of-use assets with carrying amount of \$1,422,000 (2024: \$3,446,000) (Note 20).
- (b) The net carrying amounts of property, plant and equipment which have been charged to financial institutions for credit facilities and borrowings granted to the Group are as follows:

	GROUP	
	2025 \$'000	2024 \$'000
Freehold land	502	452
Freehold buildings	211	239
Leasehold land and buildings	826	2,948
	1,539	3,639

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(c) Details of land and buildings of the Group are as follows:

LOCATION	DESCRIPTION	TENURE	APPROXIMATE BUILD-UP AREA (SQM)	HELD BY
No. 4, Jalan Haji Sa'at, Sungai Tiram 81800 Ulu Tiram, Johor Darul Takzim Malaysia	Office/factory	Freehold	4,905	Hantong Metal Component Sdn. Bhd.
Radlinskeho 17, 052 01 Spisska Nova Ves Slovak Republic	Office/factory	Freehold	5,253	CFM Slovakia s.r.o.
Lot no.83 & 84 Jalan PKNK 1/8 Kawasan Perusahaan Sungai Petani LPK, Taman Ria Jaya, 08000 Sungai Petani, Kedah, Malaysia	Office/factory	Leasehold	8,391	Hantong Metal Component (Penang) Sdn. Bhd.
Batu 14 1/4 Jalan Sungai Tiram, Johor Darul Takzim Malaysia	Vacant land	Freehold	–	Hantong Metal Component Sdn. Bhd.

(d) Net cash outflow for additions of property, plant and equipment are as follows:

	GROUP	
	2025 \$'000	2024 \$'000
Aggregate cost of property, plant and equipment acquired (Utilisation of downpayment)/downpayment for property, plant and equipment during the financial year	2,031 (224)	1,003 302
Less: Acquired through new lease arrangement (Note 20)	(370)	(240)
Less: Provision for reinstatement	(30)	–
Net cash outflow for purchase of property, plant and equipment	1,407	1,065

Downpayment for property, plant and equipment is included within non-current "Prepayments" in the balance sheets.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

11. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

- (f) Depreciation of property, plant and equipment

No depreciation of freehold lands is provided. Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

	Years
Freehold buildings	20
Leasehold land and buildings	18 - 48
Renovation	5
Office equipment	3 - 5
Machinery and equipment	5
Furniture and fittings	3 - 5
Toolings	5
Motor vehicles	3 - 5

12. INTANGIBLE ASSETS

	COMPUTER SOFTWARE \$'000
Group	
Cost	
At 1.7.2024	–
Additions	26
At 30.6.2025	26
Amortisation	
At 1.7.2024	–
Amortisation during the year	3
At 30.6.2025	3
Carrying amount	
At 30.6.2025	23

The amortisation period for computer software is three years.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

13. INVESTMENT IN SUBSIDIARIES

	COMPANY	
	2025 \$'000	2024 \$'000
Unquoted equity shares, at cost		
Balance at beginning of financial year	22,577	22,577
Less: Struck off of a subsidiary	(10,292)	–
	12,285	22,577
Less: Impairment losses	(2,770)	(5,294)
Balance at end of financial year	9,515	17,283
Movements in the impairment losses are as follows:		
Balance at beginning of the financial year	5,294	3,778
Addition of impairment loss	430	1,516
Struck off of a subsidiary	(2,954)	–
Balance at end of the financial year	2,770	5,294

(a) Details of the subsidiaries held by the Company are:

NAME	COUNTRY OF INCORPORATION	PRINCIPAL ACTIVITIES	EQUITY INTEREST	
			2025 %	2024 %
<i>Held by the Company</i>				
Cheong Fatt Holdings Pte. Ltd. ⁽¹⁾	Singapore	Warehousing and logistics services	–	100
Hantong Metal Component Sdn. Bhd. ⁽²⁾	Malaysia	Manufacturing of metal plates and metal stamping	100	100
Hantong Metal Component (Penang) Sdn. Bhd. ⁽²⁾	Malaysia	Manufacturing of metal plates and metal stamping	100	100
CFM Slovakia s.r.o. ⁽³⁾	Slovak Republic	Manufacturing of metal plates and metal stamping	100	100
CFM (USA), Inc. ⁽⁴⁾	The United States of America	Dormant	100	100
Dalian CFM Precision Tooling Co., Ltd ⁽⁵⁾	The People's Republic of China	Manufacturing and fabricating engineering tools	100	100
CFM Infratrade Pte. Ltd. ⁽⁶⁾	Singapore	Trading and supplying disposable and wearable for use in clean room, bio-medical, laboratories and hospitals	100	100

(1) The subsidiary was struck off on 29 May 2025.

(2) Audited by independent member firms of Baker Tilly International.

(3) Audited by Kreston Slovakia, Slovakia.

(4) Not required to be audited by law of country of incorporation.

(5) Audited by Huanyu Certified Public Accountants, The People's Republic of China.

(6) Audited by Baker Tilly TFW LLP, Singapore.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

13. INVESTMENT IN SUBSIDIARIES (CONT'D)

- (b) Company level - Impairment review of investment in subsidiaries

CFM Infratrade Pte. Ltd.

During the financial year, management performed an impairment test for the investment in CFM Infratrade Pte. Ltd. ("CFM Infratrade") from cleanroom products segment following the increase in fair value of its leasehold properties. The recoverable amount of the investment in CFM Infratrade has been determined based on fair value less costs of disposal ("FVLCD"). The FVLCD is determined based on the fair valuation of CFM Infratrade taking into account the expected net cash inflow from the sales of the non-current asset classified as held for sale after settlement of its corresponding borrowings and fair values of the remaining underlying assets and liabilities of CFM Infratrade. Based on the assessment performed, the recoverable amount as at 30 June 2025 is \$1,299,000 (2024: \$1,087,000) and a reversal of impairment loss of \$212,000 (2024: impairment loss of \$596,000) is recorded for the financial year ended 30 June 2025. The fair value measurement for disclosure purposes is categorised in Level 3 of the fair value hierarchy.

Dalian CFM Precision Tooling Co., Ltd

During the financial year, management performed a review of recoverable amount of the investment in Dalian CFM Precision Tooling Co., Ltd ("CFM Dalian") from metal stamping segment as the performance of CFM Dalian did not meet its budget. The recoverable amount of the investment in CFM Dalian has been determined based on FVLCD. The FVLCD is based on the fair valuation of CFM Dalian, considering the fair values of the underlying assets and liabilities of CFM Dalian, which mainly comprises inventories, trade receivables and cash and cash equivalents. The fair values of these assets are approximately their carrying amounts. Based on the assessment performed, the recoverable amount as at 30 June 2025 is \$2,232,000 and an impairment loss of \$642,000 (2024: \$Nil) is recorded for the financial year ended 30 June 2025. The fair value measure for disclosure purposes is categorised in Level 3 of the fair value hierarchy.

Hantong Metal Component Sdn. Bhd.

During the financial year, management performed a review of recoverable amount of investment in Hantong Metal Component Sdn. Bhd. ("HTJB") from tooling segment as the performance of HTJB did not meet its budget. No additional or reversal of impairment loss is recorded for the financial year ended 30 June 2025 as the recoverable amount is approximate the carrying amount of investment in HTJB.

In the previous financial year, management performed a review of recoverable amount of investment in HTJB. The recoverable amount of investment in HTJB was determined based on FVLCD and the FVLCD was based on the fair valuation of HTJB, considering the fair values of the underlying assets and liabilities of HTJB, which mainly comprises freehold lands and building. The fair values of the freehold lands and building were determined based on valuation performed by professional valuers using direct comparison with recent transactions of comparable properties within the vicinity. Based on the assessment performed, the recoverable amount was \$2,097,000 and a reversal of impairment loss of \$343,000 was recorded. The fair value measurement for disclosure purposes was categorised in Level 3 of the fair value hierarchy.

Cheong Fatt Holdings Pte. Ltd.

In the previous financial year, the management performed a review of recoverable amount of the investment in Cheong Fatt Holdings Pte. Ltd. ("Cheong Fatt") from components and parts segment as the net assets of Cheong Fatt was higher than the net carrying amount of investment. The recoverable amount of the investment in Cheong Fatt was determined based on FVLCD and the FVLCD was based on the fair valuation of Cheong Fatt, considering the fair values of underlying assets and liabilities of Cheong Fatt, which mainly comprises cash at bank and other receivables. An additional impairment loss of \$1,263,000 was recognised for the financial year ended 30 June 2024 as the recoverable amount of \$7,337,000 was lower than the carrying amount. The fair value measurement for disclosure purposes was categorised in Level 3 of the fair value hierarchy.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVENTORIES

	GROUP	
	2025	2024
	\$'000	\$'000
Raw materials	996	1,178
Work in progress	701	862
Finished goods	1,905	2,019
	3,602	4,059

Raw materials, consumables and changes in finished goods and work in progress included as cost of sales during the financial year amounted to \$18,675,000 (2024: \$20,061,000).

The Group has recognised inventories written down of \$141,000 (2024: \$176,000), inventories written off of \$9,000 (2024: \$69,000) and inventories written back of \$156,000 (2024: \$128,000) (Note 7). The inventories written back is due to the inventories being sold above their carrying amount. The written down, written off and written back were included in administrative and other expenses.

15. TRADE RECEIVABLES

	GROUP	
	2025	2024
	\$'000	\$'000
Third parties	4,515	5,911
Less: Allowance for impairment loss	(1)	-
	4,514	5,911

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

16. OTHER RECEIVABLES AND PREPAYMENTS

	GROUP		COMPANY	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Deposits	156	114	–	–
Prepayments	76	68	10	1
Sundry debtors	57	56	13	2
	289	238	23	3
Less: Impairment allowance for other receivables	(3)	(3)	–	–
	286	235	23	3

17. AMOUNTS DUE FROM/(TO) SUBSIDIARIES

	COMPANY	
	2025 \$'000	2024 \$'000
<i>Current assets</i>		
Dividend receivable from a subsidiary (non-trade)	217	–
<i>Current liabilities</i>		
Amounts due to subsidiaries	(80)	(3,242)

The amounts due to subsidiaries are non-trade in nature, unsecured, interest-free and payable on demand.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

18. CASH AND BANK BALANCES

	GROUP		COMPANY	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Cash and bank balances	3,606	4,455	258	38
Fixed deposits	9,828	9,538	2,838	–
	13,434	13,993	3,096	38

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise the following:

	GROUP	
	2025	2024
	\$'000	\$'000
Cash and bank balances	3,606	4,455
Fixed deposits	9,828	9,538
	13,434	13,993
Fixed deposits pledged	(170)	(76)
Restricted balance in use	(36)	(35)
Short-term deposits with maturities of more than three months	(2,028)	(3,574)
Cash and cash equivalents per consolidated statement of cash flows	11,200	10,308

Fixed deposits and bank balance amounting to \$170,000 (2024: \$76,000) and \$36,000 (2024: \$35,000) respectively, are pledged with financial institutions as securities for loans and credit facilities granted to the Group.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

19. BORROWINGS

	NOTE	GROUP	
		2025 \$'000	2024 \$'000
Current			
<i>Secured</i>			
Bank loan I	(a)	107	97
Bank loan II	(b)	1,534	58
Bankers' acceptances	(c)	231	267
		1,872	422
Non-current			
<i>Secured</i>			
Bank loan I	(a)	442	524
Bank loan II	(b)	–	1,539
		442	2,063
		2,314	2,485

Details of the borrowings are as follows:

(a) Bank loan I bears interest at 4.65% (2024: 4.65%) per annum and is repayable in 180 monthly instalments commencing August 2015. It is secured by a first charge over the subsidiary's leasehold land and building with a net carrying amount of \$826,000 (2024: \$865,000) and fixed deposits of a subsidiary.

(b) Bank loan II bears interest at 0.55% per annum above 1-month Cost of Funds and is repayable over 20 years.

The mortgage loan was secured by:

(i) All-monies legal charge over the property at 3 Ang Mo Kio Street 62 #05-15 and #05-16, LINK@AMK, Singapore 569139 with a net carrying amount of \$2,038,000.

(ii) A joint and several personal guarantees for all monies owing to be provided by the directors.

(iii) A charge over the Debt Servicing Reserve Account.

(c) Bankers' acceptances bear interest at 4.23% to 4.85% (2024: 4.23% to 4.73%) per annum and are secured by a first and legal charge over the subsidiary's freehold land and building with a net carrying amount of \$713,000 (2024: \$691,000) and a corporate guarantee by the Company.

Breaches of loan covenants

Some of the Group's loan agreements are subject to covenant clauses, whereby the subsidiary is required to meet certain key financial ratios. The subsidiary did not fulfil the net tangible asset level as required in the contract for a credit line of \$1,500,000, of which the subsidiary has drawn an amount of \$1,534,000 as at 30 June 2025.

Due to this breach of the covenant clause, the bank is contractually entitled to request for immediate repayment of the outstanding loan amount of \$1,534,000. The outstanding balance was presented as a current liability as at 30 June 2025. The bank had not requested for early repayment of the loan as of the date when these financial statements were approved by the Board of Directors for issue.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

19. BORROWINGS (CONT'D)

Details of the borrowings are as follows: (cont'd)

Reconciliation of movements of liabilities to cash flows arising from financing activities:

	LEASE LIABILITIES (NOTE 20) \$'000	LOAN FROM A THIRD PARTY (NOTE 23) \$'000	BORROWINGS \$'000	TOTAL \$'000
Balance at 1 July 2024	467	40	2,485	2,992
Changes from financing cash flows:				
- Repayment	(247)	–	(215)	(462)
- Interest paid	(18)	–	(98)	(116)
Non-cash changes:				
- Interest expense	18	–	98	116
- New leases	370	–	–	370
- Leases termination	(56)	–	–	(56)
Effect of changes in foreign exchange rates	5	–	44	49
Balance at 30 June 2025	539	40	2,314	2,893
Balance at 1 July 2023	520	40	2,643	3,203
Changes from financing cash flows:				
- Repayment	(275)	–	(150)	(425)
- Interest paid	(30)	–	(119)	(149)
Non-cash changes:				
- Interest expense	30	–	119	149
- New leases	240	–	–	240
- Leases termination	(13)	–	–	(13)
- Modification	(4)	–	–	(4)
Effect of changes in foreign exchange rates	(1)	–	(8)	(9)
Balance at 30 June 2024	467	40	2,485	2,992

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

20. LEASES

The Group leases various motor vehicles, machinery and equipment and office equipment and also makes annual lease payments for leasehold land. The right-of-use of these assets are classified as property, plant and equipment (Note 11). As at 30 June 2025, the leasehold land of the Group has remaining tenure period of 46 years (2024: 47 years).

In addition, the Group leases certain other office equipment. These leases are short-term. The Group has elected not to recognise right-of-use assets and lease liabilities for these leases.

The maturity analysis of the lease liabilities is disclosed in Note 31(b).

Information about leases for which the Group is a lessee is presented below:

Amounts recognised in consolidated balance sheet

	GROUP	
	2025 \$'000	2024 \$'000
<i>Carrying amount of right-of-use assets classified within property, plant and equipment</i>		
Leasehold land and building	1,290	3,234
Machinery and equipment	96	126
Motor vehicles	32	79
Office equipment	4	7
	1,422	3,446
<i>Carrying amount of lease liabilities</i>		
Current	235	318
Non-current	304	149
	539	467
<i>Additions to right-of-use assets</i>		
Leasehold land and building	413	43
Machinery and equipment	–	103
Motor vehicles	–	94
	413	240

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

20. LEASES (CONT'D)

Amounts recognised in profit or loss

	GROUP	
	2025	2024
	\$'000	\$'000
<i>Depreciation charge for the financial year</i>		
Leasehold land and building	305	329
Machinery and equipment	25	24
Motor vehicles	51	19
Office equipment	3	3
	384	375
Lease expense not included in the measurement of lease liabilities		
Lease expense - short-term leases (Note 7)	58	49
Interest expense on lease liabilities	18	30
Loss on lease termination and modification	3	*

* Amount is less than \$1,000.

Total cash flow for leases during the financial year amounted to \$323,000 (2024: \$354,000).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

21. DEFERRED TAX LIABILITIES

Deferred tax liabilities arising from:

	GROUP	
	2025	2024
	\$'000	\$'000
Excess of net carrying amount over tax written down value of property, plant and equipment	262	235
Other temporary differences	28	18
	290	253

The movements in the deferred tax account are as follows:

	GROUP	
	2025	2024
	\$'000	\$'000
Balance at beginning of the financial year	253	191
Tax charged to profit or loss (Note 9)	18	66
Exchange differences	19	(4)
Balance at end of the financial year	290	253

22. CONTRACT LIABILITIES

Contract liabilities relate to advance consideration received from customers. Contract liabilities are recognised as revenue as (or when) the Group satisfies the performance obligations under its contracts.

The following table provides information about contract liabilities from contracts with customers:

	GROUP			COMPANY		
	2025	2024	1.7.2023	2025	2024	1.7.2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Trade receivables from contracts with customers (Note 15)	4,514	5,911	6,391	–	–	–
Contract liabilities	143	30	129	–	–	–

Significant changes in the contract liabilities during the financial year was due to increase in advances received.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

23. OTHER PAYABLES

	GROUP		COMPANY	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Sundry creditors	334	253	123	62
Loan from a third party	40	40	40	40
Accrued operating expenses	1,760	2,351	529	509
Accrual for directors' fee	27	82	27	82
	2,161	2,726	719	693

The loan from a third party is non-trade in nature, unsecured, interest-free and repayable on demand.

24. SHARE CAPITAL

	GROUP AND COMPANY	
	2025	2024
	\$'000	\$'000
Issued and fully paid capital		
201,535,276 ordinary shares with no par value	22,963	22,963

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares have no par value and carry one vote per share without restrictions.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

25. ACCUMULATED PROFITS/(LOSSES)

Group

Included in accumulated profits/(losses) of the Group is an amount of \$318,000 (2024: \$318,000) relating to legal reserve fund of a subsidiary. In accordance with the Slovak Commercial Code applicable to the subsidiary in the Slovak Republic, the subsidiary is required to make appropriation to a legal reserve fund based on a minimum amount of 5% of net profit annually, until the legal reserve fund exceeds at least 10% of the registered share capital. This fund can be used for covering the subsidiary's losses only and thus not available for dividend distribution to shareholders. No appropriation was made during the financial years ended 30 June 2025 and 30 June 2024 as the legal reserve fund is at least 10% of the registered share capital of the subsidiary.

Company

The movements in the accumulated losses of the Company are as follows:

	2025 \$'000	2024 \$'000
Balance at beginning of the financial year	(9,579)	(5,911)
Loss and total comprehensive loss for the financial year	(1,332)	(2,168)
Final tax-exempt dividend of 0.7443 cents per ordinary shares in respect of financial year 2023	–	(1,500)
Balance at end of the financial year	(10,911)	(9,579)

26. PROVISION FOR REINSTATEMENT

Provision for reinstatement is recognised when the Group enters into lease agreement for the office. It includes the estimated cost of demolishing and removing all the leasehold improvements made by the Group to the office. The office unit shall be reinstated to the condition stated in the lease agreement upon the expiration of the lease agreement.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

27. NON-CURRENT ASSET CLASSIFIED AS HELD FOR SALE

On 6 June 2025, the Group had granted a third-party option to purchase two units of leasehold properties for an aggregate purchase consideration of \$2,215,000. The purchase consideration shall be satisfied by the purchaser in cash in three tranches and is payable as follows:

- the first payment of \$22,150, being one per cent of the purchase consideration, to be paid by the purchaser in consideration for the granting of the options by the Group to the purchaser;
- the second payment of \$88,600, being five per cent of the purchase consideration less the First Payment is to be paid by the purchaser upon its exercise of the options; and
- the third payment, being the remaining amount of the purchase consideration together with goods and service tax thereon, is to be paid by the purchaser on the date of completion (or on such date as may be agreed by the Group and the purchaser).

Accordingly, the leasehold properties are presented as non-current asset classified as held-for-sale. The fair value measurement for disclosure purposes is categorised in Level 3 of the fair value hierarchy.

	GROUP	
	2025 \$'000	2024 \$'000
Details of assets in non-current asset classified as held for sale are as follows:		
Leasehold properties (Note 11)	2,038	–

28. CONTINGENT LIABILITIES AND COMMITMENTS

Guarantees

	COMPANY	
	2025 \$'000	2024 \$'000
Corporate guarantees provided by the Company to financial institutions for banking facilities granted to subsidiaries	483	460
Amount utilised by the subsidiaries	231	267

The directors have assessed the fair values of these financial guarantees to have no material financial impact on the financial performance of the Company for the financial years ended 30 June 2025 and 30 June 2024.

Capital expenditure commitments

Significant capital expenditures contracted for at the balance sheet date but not recognised in the financial statements are as follows:

	GROUP	
	2025 \$'000	2024 \$'000
Property, plant and equipment	93	987

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

29. KEY MANAGEMENT PERSONNEL COMPENSATION

Total key management personnel compensation is analysed as follows:

	GROUP	
	2025	2024
	\$'000	\$'000
Salaries and bonus	1,628	2,350
Directors' fees	69	82
Contributions to defined contribution plan	65	39
Other short-term benefits	60	69
	1,822	2,540

30. SEGMENT INFORMATION

For management purposes, the Group is organised into business segments, with each segment representing a strategic business segment that offers different products in the respective markets. The Group has four reportable operating segments as follows:

- i) Metal stamping - manufacturing of metal plates and metal stamping
- ii) Tooling - manufacturing and fabricating of engineering tools and die
- iii) Components and parts - trading of other components and parts, and warehousing and other service logistic business
- iv) Cleanroom products - trading of disposables and wearables for use in cleanroom, bio-medical, laboratories and hospitals

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. SEGMENT INFORMATION (CONT'D)

The segment information provided to management for the reportable segments are as follows:

	METAL STAMPING		TOOLING		COMPONENTS AND PARTS AND OTHERS		CLEANROOM PRODUCTS		ELIMINATIONS		CONSOLIDATED	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Segment revenue	22,435	27,460	859	628	6	41	1,421	1,435	-	-	24,721	29,564
- Sales to external customers	169	57	215	319	-	-	-	12	(384)	(388)	-	-
- Intersegment sales	1,714	5,452	348	211	33	181	68	(303)	-	-	2,163	5,541
Segment result												
Unallocated expenses											(1,966)	(2,457)
Finance costs											(116)	(149)
Profit before tax											81	2,935
Tax expense											(408)	(1,133)
(Loss)/profit after tax											(327)	1,802
Group assets and liabilities												
Segment assets	25,050	23,787	59	62	-	7,288	3,628	3,523	(1,876)	(3,592)	26,861	31,068
Unallocated assets											3,121	41
Total assets											29,982	31,109
Segment liabilities	5,323	6,091	-	-	-	10	2,146	1,964	(587)	(237)	6,882	7,828
Unallocated liabilities											719	1,143
Total liabilities											7,601	8,971

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. SEGMENT INFORMATION (CONT'D)

The segment information provided to management for the reportable segments are as follows (cont'd):

	METAL STAMPING		TOOLING		COMPONENTS AND PARTS		CLEANROOM PRODUCTS		CONSOLIDATED	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other segment information										
Capital expenditure	1,601	908	–	–	–	–	456	95	2,057	1,003
Depreciation of property, plant and equipment	743	631	8	7	–	1	200	194	951	833
Amortisation of intangible asset	*	–	–	–	–	–	3	–	3	–
Net impairment loss/(reversal of impairment losses) on financial assets	1	(144)	–	–	–	–	–	–	1	(144)
Inventories written down	63	16	–	–	–	–	78	160	141	176
Inventories written back	(18)	(47)	–	–	–	–	(138)	(81)	(156)	(128)
Inventories written off	9	69	–	–	–	–	–	–	9	69
Other significant non-cash income	(8)	(51)	–	–	–	–	–	–	(8)	(51)

* Amount is less than \$1,000.

Segment results

Performance of each segment is evaluated based on segment profit which is measured differently from the net profit before tax in the consolidated financial statements. Corporate and finance expenses are not allocated to segments as these are managed on a Group basis.

Segment assets

The amounts provided to Management with respect to total assets are measured in a manner consistent with that of the financial statements. Management monitors the assets attributable to each segment for the purposes of monitoring segment performance and for allocating resources between segments. All assets are allocated to reportable segments other than corporate assets which are classified as unallocated assets.

Corporate assets included assets from investment holding company.

Segment liabilities

The amounts provided to Management with respect to total liabilities are measured in a manner consistent with that of the financial statements. All liabilities are allocated to the reportable segments based on the operations of the segments other than corporate liabilities which are classified as unallocated liabilities.

Corporate liabilities included liabilities from investment holding company.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. SEGMENT INFORMATION (CONT'D)

Geographical information

The revenue and non-current assets by geographical segments are based on the geographical location of customers and assets.

	SINGAPORE		MALAYSIA		UNITED STATES OF AMERICA		SLOVAK REPUBLIC		REST OF EUROPE*		THE PEOPLE'S REPUBLIC OF CHINA		OTHERS		GROUP	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Sales to external customers	1,774	2,299	6,315	7,301	8,551	8,545	1,851	2,075	3,676	5,563	2,519	3,770	35	11	24,721	29,564
Non-current assets	595	2,294	3,029	2,704	-	-	1,949	1,451	-	-	216	320	-	-	5,789	6,769
Other geographical information:																
Capital expenditure	456	95	919	703	-	-	642	12	-	-	40	193	-	-	2,057	1,003

* Rest of Europe comprise Austria, Czech Republic, Germany, Hungary, Italy, Netherland, Poland, Portugal, Romania and Switzerland.

Revenue is derived from one (2024: one) external customer who contributed more than 10% of the Group's revenue and are attributable to the segments as detailed below:

	GROUP	
	2025	2024
	\$'000	\$'000
ATTRIBUTABLE SEGMENTS		
Customer 1	10,410	10,566

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

31. FINANCIAL INSTRUMENTS

a) Categories of financial instruments

Financial instruments at their carrying amounts as at balance sheet date are as follows:

	GROUP		COMPANY	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<i>Financial assets</i>				
At amortised costs	18,158	20,068	3,322	38
<i>Financial liabilities</i>				
At amortised costs	7,032	8,071	788	3,928

b) Financial risk management

The Group, in its normal course of business, is exposed to credit risk, interest rate risk, foreign currency risk and liquidity and cash flow risk. The overall business strategies of the Group, its tolerance for risk and its general risk management philosophy are determined by the management in accordance with prevailing economic and operating conditions. In determining its risk management policies, the management ensures that an acceptable balance is made between the cost of risks occurring and the cost of managing the risk.

There has been no significant change to the Group's exposure to these financial risks or the manner in which it manages and measures financial risks as compared to previous financial year.

Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. For trade receivables, the Group adopts the policy of dealing only with customers of appropriate credit history. For other financial assets, the Group adopts the policy of dealing only with high credit quality counterparties.

Credit exposure to an individual counterparty is restricted by credit limits that are based on ongoing credit evaluation. The counterparty's payment profile and credit exposure are continuously monitored by management.

As the Group and Company do not hold any collateral, the maximum exposure to credit risk for each class of financial assets is the carrying amount of that class of financial asset presented on the balance sheets, except for a notional amount of \$483,000 (2024: \$460,000) relating to corporate guarantees provided by the Company to financial institutions for banking facilities extended to subsidiaries as disclosed in Note 28.

The Group's and the Company's major classes of financial assets are cash and bank balances, and trade and other receivables.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

31. FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (cont'd)

Credit risk (cont'd)

The credit risk for trade receivables based on the information provided to key management is as follows:

	GROUP	
	2025 \$'000	2024 \$'000
By geographical areas		
Singapore	383	331
Malaysia	1,335	1,348
Slovak Republic	925	921
The People's Republic of China	587	1,032
United States of America	1,284	2,279
	4,514	5,911
By types of debtors		
Non-related parties		
- Multi-national companies	3,776	4,237
- Other companies	738	1,674
	4,514	5,911

The following sets out the Group's internal credit evaluation practices and basis for recognition and measurement of expected credit losses ("ECL"):

DESCRIPTION OF EVALUATION OF FINANCIAL ASSETS	BASIS FOR RECOGNITION AND MEASUREMENT OF ECL
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Contractual payments are more than 1 year past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
There is evidence indicating that the Company has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings	Write-off

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

31. FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (cont'd)

Credit risk (cont'd)

Significant increase in credit risk

In assessing whether the credit risk on a financial asset has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial asset as at the reporting date with the risk of a default occurring on the financial asset as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information such as future economic and industry outlook, that is available without undue cost or effort.

In particular, the Group considers the following information when assessing whether credit risk has increased significantly since initial recognition:

- historical and current payment patterns of the debtors; and
- an actual or expected significant deterioration in a financial instrument's external or internal credit rating (if available).

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Regardless of the evaluation of the above factors, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

The Group also assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial asset is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if it has an internal or external credit rating of "investment grade" as per globally understood definition, or the financial asset has a low risk of default; the borrower has a strong capacity to meet its contractual cash flow obligations in the near term; and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet either of the following criteria are generally not recoverable:

- when there is a breach of financial covenants by the counterparty; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, in full.

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 1 year past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

31. FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (cont'd)

Credit risk (cont'd)

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred, such as evidence that the borrower is in significant financial difficulty, there is a breach of contract such as default or past due event; there is information that it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; the disappearance of an active market for that financial asset because of financial difficulties.

Estimation techniques and significant assumptions

There has been no change in the estimation techniques or significant assumptions made during the current financial year for recognition and measurement of credit loss allowances.

Movements in credit loss allowance

Movements in allowance for expected credit losses are as follows:

	TRADE RECEIVABLES \$'000	OTHER RECEIVABLES \$'000
Group		
2025		
Balance as at 1 July 2024	–	3
Loss allowance recognised in profit or loss during the year on:		
- Lifetime ECL - credit impaired, net	1	–
Balance at 30 June 2025	1	3
2024		
Balance as at 1 July 2023	144	3
Loss allowance reversed in profit or loss during the year on:		
- Lifetime ECL - credit impaired, net	(144)	–
Balance at 30 June 2024	–	3

Trade receivables and other financial assets at amortised cost

The Group has applied the simplified approach in SFRS(I) 9 *Financial Instruments* (“SFRS(I) 9”) to measure the lifetime expected credit loss allowance for trade receivables.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

31. FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (cont'd)

Credit risk (cont'd)

Trade receivables and other financial assets at amortised cost (cont'd)

The Group estimates the expected credit loss rates for each category of past due status of the debtors based on historical credit loss experience adjusted as appropriate to reflect current conditions and forecasts of future economic conditions.

There has been no change in the estimation techniques or significant assumptions made during the current financial year.

The table below details the credit quality of the Group's financial assets:

GROUP	12-MONTH OR LIFETIME ECL	GROSS CARRYING AMOUNT \$'000	LOSS ALLOWANCE \$'000	NET CARRYING AMOUNT \$'000
2025				
Trade receivables	Lifetime ECL	4,515	(1)	4,514
Other receivables	Not applicable (Exposure limited)	213	(3)	210
Cash and bank balances	Not applicable (Exposure limited)	13,434	–	13,434
2024				
Trade receivables	Lifetime ECL	5,911	–	5,911
Other receivables	Not applicable (Exposure limited)	167	(3)	164
Cash and bank balances	Not applicable (Exposure limited)	13,993	–	13,993

The expected credit loss on other receivables and cash and bank balances are immaterial at 30 June 2025 and 30 June 2024.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

31. FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (cont'd)

Credit risk (cont'd)

Trade receivables and other financial assets at amortised cost (cont'd)

The table below details the credit quality of the Company's financial assets:

COMPANY 2025	12-MONTH OR LIFETIME ECL	GROSS CARRYING AMOUNT \$'000	LOSS ALLOWANCE \$'000	NET CARRYING AMOUNT \$'000
Cash and bank balances	Not applicable (Exposure limited)	3,096	–	3,096
2024				
Cash and bank balances	Not applicable (Exposure limited)	38	–	38

The expected credit loss on the Company's financial assets is immaterial at 30 June 2025 and 30 June 2024.

Financial guarantees

The Company has issued financial guarantees to banks for borrowings of its subsidiaries. These guarantees are subject to the impairment requirements of SFRS(I) 9. The Company has assessed that its subsidiaries are financially able to meet the contractual cash flow obligations and does not expect significant credit losses arising from these guarantees.

Interest rate risk

The Group's policy is to obtain the most favourable interest rates available without increasing its interest rate risk exposure. The Group constantly monitors its interest rate risk and does not utilise forward contracts or other arrangements for trading or speculative purposes. As at 30 June 2025, there were no such arrangements, interest rate swap contracts or other derivative instruments that were outstanding.

The following table sets out the carrying amounts, by maturity of the Group's and the Company's financial instruments that are exposed to interest rate risk:

	GROUP		COMPANY	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<i>Within one year-variable rates</i>				
Borrowings	1,872	422	–	–
<i>More than one year-variable rates</i>				
Borrowings	442	2,063	–	–

The Group's and the Company's certain borrowings are variable-rate financial instruments. No disclosure of the impact of a reasonably possible 100 basis point increase/decrease is made as insignificant.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

31. FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (cont'd)

Foreign currency risk

The Group has transactional currency exposures arising from sales or purchases that are denominated in a currency other than the respective functional currencies of the Group entities, primarily United States Dollar ("USD"), Euro ("EUR"), Japanese Yen ("JPY") and Singapore Dollar ("SGD"). The Group does not apply hedging policy with respect to foreign currency exposure.

At the balance sheet date, the Group and Company have the following financial assets and financial liabilities denominated in foreign currencies:

	USD \$'000	SGD \$'000	EUR \$'000	JPY \$'000
2025				
Group				
Cash and bank balances	4,214	57	105	–
Trade receivables	1,284	–	–	–
Other receivables	17	–	–	–
Trade payables	(3)	(56)	–	(7)
Other payables	(43)	–	–	–
Net financial assets denominated in foreign currencies	5,469	1	105	(7)
Company				
Amount due from subsidiaries	–	–	215	–
2024				
Group				
Cash and bank balances	1,013	25	99	–
Trade receivables	2,279	–	–	–
Other receivables	16	–	–	–
Trade payables	–	(2)	–	(7)
Other payables	(25)	–	–	–
Net financial assets denominated in foreign currencies	3,283	23	99	(7)

There were no currency exposures to the Company in the previous financial year.

The following table demonstrates the sensitivity to a reasonably possible change in the USD exchange rate against the respective functional currencies of the Group's entities, with all other variables held constant, of the Group's profit after tax:

	GROUP INCREASE/(DECREASE) IN PROFIT AFTER TAX	
	2025	2024
	\$'000	\$'000
USD against SGD		
– strengthened 10% (2024: 10%)	454	272
– weakened 10% (2024: 10%)	(454)	(272)

No disclosure of the impact of a reasonably possible 10% in other foreign currencies is made as it is insignificant.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

31. FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (cont'd)

Liquidity and cash flow risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposures to liquidity risk arise primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group and the Company manage the liquidity risk by maintaining a level of cash and cash equivalents to enable them to meet their normal operating commitments and having an adequate amount of committed credit facilities.

The table below summarises the maturity profile of the Group's and the Company's financial liabilities at the balance sheet date based on contractual undiscounted payments.

	REPAYABLE ON			
	DEMAND OR	WITHIN 2 TO 5	MORE THAN 5	TOTAL
	WITHIN 1 YEAR	YEARS	YEARS	
	\$'000	\$'000	\$'000	\$'000
Group				
2025				
Trade payables	2,124	–	–	2,124
Other payables	2,046	–	–	2,046
Borrowings	1,934	490	–	2,424
Lease liabilities	249	313	–	562
	6,353	803	–	7,156
2024				
Trade payables	2,535	–	–	2,535
Other payables	2,584	–	–	2,584
Borrowings	603	1,010	1,917	3,530
Lease liabilities	330	157	–	487
	6,052	1,167	1,917	9,136
Company				
2025				
Other payables	719	–	–	719
Amounts due to subsidiaries	80	–	–	80
	799	–	–	799
2024				
Other payables	686	–	–	686
Amounts due to subsidiaries	3,242	–	–	3,242
	3,928	–	–	3,928

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

31. FINANCIAL INSTRUMENTS (CONT'D)

b) Financial risk management (cont'd)

Liquidity and cash flow risk (cont'd)

The table below shows the contractual expiry by maturity of the Company's contingent liabilities. The maximum amount of the financial guarantee contracts are allocated to the earliest period in which the guarantee could be called.

	COMPANY	
	2025	2024
	\$'000	\$'000
<i>Repayable on demand or not later than 1 year</i>		
Financial guarantee contract (Note 28)	231	267

The Company does not consider it probable a claim will be made against the Company under the intragroup financial guarantee.

32. FAIR VALUES OF ASSETS AND LIABILITIES

Fair value hierarchy

The tables below analyse the fair value measurements by the levels in the fair value hierarchy based on the inputs to the valuation techniques. The different levels are defined as follows:

- a) Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities;
- b) Level 2 - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly (i.e. derived from prices); and
- c) Level 3 - inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Assets and liabilities not carried at fair value but which fair values are disclosed

The recoverable amounts of certain investment in subsidiaries of the Company have been computed based on fair value less costs of disposal. The basis for determining fair value less costs of disposal is disclosed in Note 13.

The carrying amounts of non-current borrowings approximate their fair values as these financial instruments bear interest rates which approximate the market interest rates at the balance sheet date. These fair value measurements for disclosure purposes are categorised in Level 3 of the fair value hierarchy.

Assets and liabilities not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The carrying amounts of trade and other receivables, amounts due from subsidiaries, cash and bank balances, trade and other payables, amounts due to subsidiaries and current borrowings approximate their fair values due to the relatively short-term maturity of these financial instruments.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

33. CAPITAL MANAGEMENT

The Group manages its capital to ensure that entities within the Group will be able to continue as a going concern while maximising the returns to stakeholders through the optimisation of the debt and equity balance.

In order to maintain or achieve an optimal capital structure, the Group may adjust the amount of dividend payment, return on capital to shareholders, issue new shares, buy back issued shares, obtain new borrowings or sell assets to reduce borrowings. No changes were made in the objectives, policies or processes during the financial years ended 30 June 2025 and 30 June 2024.

As disclosed in Note 25, a subsidiary of the Group is required to make appropriation to a legal reserve fund. This externally imposed capital requirement has been complied with by the subsidiary for the financial years ended 30 June 2025 and 30 June 2024.

34. SUBSEQUENT EVENT

On 2 October 2025, the purchaser exercised the option to purchase two units of leasehold properties, which were classified as non-current asset held for sale as at 30 June 2025 (Note 27). The purchaser has made the second payment in accordance with the option to purchase agreement. The sale is expected to be completed on 8 December 2025.

35. AUTHORISATION OF FINANCIAL STATEMENTS

The consolidated financial statements of the Group and the balance sheet of the Company for the financial year ended 30 June 2025 were authorised for issue in accordance with a resolution of the directors dated 3 October 2025.

STATISTICS OF SHAREHOLDINGS

As at 22 September 2025

Issued and fully Paid-up Capital	:	S\$23,099,267
Number of Ordinary Shares in issue (excluding treasury shares)	:	201,535,276
Number of Treasury Shares held	:	Nil
Number of Subsidiary Holdings held	:	Nil
Class of Shares	:	Ordinary
Voting Rights	:	One vote for each ordinary share held

DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS		NO. OF SHARES	
		%		%
1 - 99	4	0.45	86	0.00
100 - 1,000	119	13.45	98,628	0.05
1,001 - 10,000	171	19.32	1,198,200	0.60
10,001 - 1,000,000	581	65.65	52,202,932	25.90
1,000,001 AND ABOVE	10	1.13	148,035,430	73.45
TOTAL	885	100.00	201,535,276	100.00

STATISTICS OF SHAREHOLDINGS

As at 22 September 2025

TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	IP KWOK WING	74,319,300	36.88
2	LIM FONG LI JANET	61,601,150	30.57
3	PHILLIP SECURITIES PTE LTD.	3,137,031	1.56
4	MOOMOO FINANCIAL SINGAPORE PTE. LTD.	1,742,050	0.86
5	OCBC SECURITIES PRIVATE LTD.	1,621,800	0.80
6	TIGER BROKERS (SINGAPORE) PTE. LTD.	1,269,500	0.63
7	DBS NOMINEES PTE LTD.	1,259,514	0.62
8	UOB KAY HIAN PTE LTD.	1,062,371	0.53
9	UNITED OVERSEAS BANK NOMINEES P L	1,022,700	0.51
10	CHAN TIN JOR	1,000,014	0.50
11	MAYBANK SECURITIES PTE. LTD.	872,500	0.43
12	HOW BECK POO	870,000	0.43
13	LAU PENG LIM	800,000	0.40
14	TAN SIEW CHOO	795,000	0.39
15	RAFFLES NOMINEES(PTE) LIMITED	766,100	0.38
16	OH CHEE KEONG	690,000	0.34
17	CHIN SIEW LING	600,000	0.30
18	TAN GHEE TEE	565,600	0.28
19	ABN AMRO CLEARING BANK N.V.	559,900	0.28
20	LIM AND TAN SECURITIES PTE LTD.	558,000	0.28
	TOTAL	155,112,530	76.97

Substantial Shareholders

As shown in the Register of Substantial Shareholders:-

	NO. OF ORDINARY SHARES	
	DIRECT INTEREST	DEEMED INTEREST
Ip Kwok Wing	74,319,300	61,601,150
Lim Fong Li Janet	61,601,150	74,319,300

Note: Mr. Ip Kwok Wing and Mdm Lim Fong Li Janet are deemed interested in shares held by the other by virtue of their relationship as spouses.

PUBLIC FLOAT

Based on the information available to the Company as at 22 September 2025, approximately 32.55% of the issued ordinary shares of the Company are held by the public. Accordingly the Company has complied with Rule 723 of the Singapore Exchange Securities Trading Limited Listing Manual Section B: Rules of Catalist.

NOTICE OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING

CFM HOLDINGS LIMITED

(Company Registration No. 200003708R)
(Incorporated in The Republic of Singapore)

NOTICE IS HEREBY GIVEN that the Twenty-Fifth Annual General Meeting (“AGM”) of CFM Holdings Limited (the “Company”) will be held at 293 Lor 6 Toa Payoh, SAFRA Toa Payoh, Reef Room, Level 3, Singapore 319387 on Wednesday, 29 October 2025 at 10.00 a.m. to transact the following businesses:

AS ORDINARY BUSINESS

1. To receive and adopt the Directors’ Statement and the Audited Financial Statements for the financial year ended 30 June 2025 together with the Independent Auditors’ Report thereon.
(Resolution 1)
2. To re-elect Mr. Ip Kwok Wing as a Director of the Company who retires pursuant to Article 107 of the Constitution of the Company, and being eligible, has offered himself for re-election.
[See Explanatory Note (i)] **(Resolution 2)**
3. To re-elect the following Directors of the Company who retire pursuant to Article 117 of the Constitution of the Company, and being eligible, have offered themselves for re-election:
 - (a) Mr. Lim Chi Yui, Clarence **(Resolution 3)**
 - (b) Ms. Lin Sijia **(Resolution 4)**
 - (c) Dr. Raj Kamal s/o Abdul Rasheed **(Resolution 5)**[See Explanatory Note (ii)]
4. To approve the payment of Directors’ fees of S\$68,000 for the financial year ending 30 June 2026. (2025: S\$88,000)
(Resolution 6)
5. To appoint Messrs. PKF-CAP LLP as Auditors of the Company in place of the retiring Auditors of the Company, Messrs. Baker Tilly TFW LLP, to hold office until the conclusion of the next AGM and to authorise the Directors of the Company to fix their remuneration.
[See Explanatory Note (iii)] **(Resolution 7)**
6. To transact any other ordinary business that may properly be transacted at an AGM.

NOTICE OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING

AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions as Ordinary Resolutions, with or without any modifications:

7. Authority to allot and issue shares and/or convertible securities

That pursuant to Section 161 of the Singapore Companies Act 1967 and Rule 806 of the Singapore Exchange Securities Trading Limited Listing Manual Section B: Rules of Catalist (the “**Catalist Rules**”), the Directors of the Company be authorised and empowered to:

- (a) (i) issue shares in the capital of the Company (“**shares**”) whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company may in their absolute discretion deem fit; and

- (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instruments made or granted by the Directors of the Company while this Resolution was in force,

provided that:

- (1) the aggregate number of shares (including shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution) to be issued pursuant to this Resolution shall not exceed one hundred per centum (100%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of shares (including shares to be issued in pursuance of the Instruments made or granted pursuant to this Resolution) to be issued other than on a pro rata basis to shareholders of the Company shall not exceed fifty per centum (50%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below);
- (2) (subject to such manner of calculation as may be prescribed by the Singapore Exchange Securities Trading Limited) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (1) above, the total number of issued shares (excluding treasury shares) in the capital of the Company shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time of the passing of this Resolution, after adjusting for:
 - (a) new shares arising from the conversion or exercise of any convertible securities;
 - (b) new shares arising from the exercise of share options or vesting of share awards which are outstanding or subsisting at the time of the passing of this Resolution, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
 - (c) any subsequent bonus issue, consolidation or subdivision of shares;

Adjustments in accordance with (a) or (b) above are only to be made in respect of new shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of the resolution approving the mandate.

NOTICE OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING

- (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the Singapore Exchange Securities Trading Limited) and the Constitution, for the time being, of the Company; and
- (4) unless revoked or varied by the Company in a general meeting, such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is earlier.

[See Explanatory Note (iv)]

(Resolution 8)

By Order of the Board

Cheok Hui Yee
Goh Xun Er
Company Secretaries

Singapore,
14 October 2025

Explanatory Notes:

- (i) Mr. Ip Kwok Wing, upon re-election as a Director of the Company, will remain as the Executive Chairman of the Company. Mr. Ip Kwok Wing is also a controlling shareholder of the Company. Please refer to pages 124 to 129 of the Annual Report for the detailed information required pursuant to Rule 720(5) of the Catalist Rules of the SGX-ST.
- (ii) Mr. Lim Chi Yuen, Clarence, upon re-election as a Director of the Company, will remain as the Lead Independent Director, the Chairman of the Remuneration Committee, a member each of the Audit Committee and Nominating Committee. The Board considers him to be independent for the purposes of Rule 704(7) of the Catalist Rules of the SGX-ST. Please refer to pages 124 to 129 of the Annual Report for the detailed information required pursuant to Rule 720(5) of the Catalist Rules of the SGX-ST.

Ms. Lin Sijia, upon re-election as a Director of the Company, will remain as an Independent Director, the Chairman of the Audit Committee, a member each of the Remuneration Committee and Nominating Committee. The Board considers her to be independent for the purposes of Rule 704(7) of the Catalist Rules of the SGX-ST. Please refer to on pages 124 to 129 of the Annual Report for the detailed information required pursuant to Rule 720(5) of the Catalist Rules of the SGX-ST.

Dr. Raj Kamal s/o Abdul Rasheed, upon re-election as a Director of the Company, will remain as Independent Director, the Chairman of the Nominating Committee, a member each of the Audit Committee and Remuneration Committee. The Board considers him to be independent for the purposes of Rule 704(7) of the Catalist Rules of the SGX-ST. Please refer to on pages 124 to 129 of the Annual Report for the detailed information required pursuant to Rule 720(5) of the Catalist Rules of the SGX-ST.

- (iii) An Appendix is attached to this Notice of AGM to provide shareholders with information and the rationale regarding the proposed appointment of auditors ("**Appendix**").

Ordinary Resolution 7 proposed in item 5, if passed, will approve the appointment of Messrs. PKF-CAP LLP ("**PKF**") as Independent Auditors of the Company in place of the retiring Auditors, Messrs. Baker Tilly TFW LLP ("**Baker Tilly**"), and to authorise the Directors to fix their remuneration (the "**Proposed Appointment of PKF**").

Baker Tilly, the retiring Independent Auditors, has served as the Independent Auditors of the Company since 25 October 2005. The Directors are of the view that it would be timely to effect a change in Independent Auditors with effect from the financial year ending 30 June 2026.

The Board has concurred with the Audit Committee for the Proposed Appointment of PKF at the upcoming AGM. Baker Tilly will be retiring and will not be seeking re-appointment as Independent Auditors for the financial year ending 30 June 2026. Further details of the Proposed Appointment of PKF are set out in the Appendix.

In accordance with Rule 712(3) of the Catalist Rules:

- (a) the outgoing Auditors, Baker Tilly, has confirmed in its professional clearance letter that they are not aware of any professional reasons why PKF should not accept appointment as Auditors of the Company;

NOTICE OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING

- (b) the Company confirms that there were no disagreements with the outgoing auditors, Baker Tilly, on accounting treatments within the last twelve (12) months;
 - (c) the Company confirms that it is not aware of any circumstances connected with the Proposed Appointment of PKF that should be brought to the attention of shareholders;
 - (d) the specific reasons for the Proposed Appointment of PKF are as set out in paragraph 2.1 of the Appendix; and
 - (e) the Company confirms that it is in compliance with Rules 712 and 715 of the Catalist Rules in connection with the Proposed Appointment of PKF.
- (iv) **Ordinary Resolution 8**, if passed, will authorise the Directors of the Company from the date of this AGM until the date of the next AGM of the Company, or the date by which the next AGM of the Company is required by law to be held or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to issue shares, make or grant instruments convertible into shares and to issue shares pursuant to such instruments, up to a number not exceeding, in total, one hundred per centum (100%) of the issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, of which up to fifty per centum (50%) may be issued other than on a pro-rata basis to existing shareholders of the Company.

For determining the aggregate number of shares that may be issued, the percentage of issued shares in the capital of the Company will be calculated based on the issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time this Ordinary Resolution is passed after adjusting for new shares arising from the conversion or exercise of the Instruments or any convertible securities, the exercise of share options or the vesting of share outstanding or subsisting at the time when this Ordinary Resolution is passed and any subsequent consolidation or subdivision of shares.

Notes:

1. A member of the Company entitled to attend and vote at the AGM is entitled to appoint a proxy to attend and vote on his/her behalf. A proxy need not be a member of the Company.
2. (a) A member who is not a relevant intermediary is entitled to appoint one (1) or two (2) proxies to attend and vote at the AGM of the Company.
(b) A member who is a relevant intermediary is entitled to appoint more than two (2) proxies to attend and vote at the AGM of the Company, but each proxy must be appointed to exercise the rights attached to a different Share or Shares held by such member.

"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967.

3. A proxy need not be a member of the Company.
4. A member of the Company which is a corporation is entitled to appoint its authorised representatives or proxies to vote on his behalf.
5. The instrument appointing a proxy must be signed by the appointor or his attorney duly authorised in writing. Where the instrument appointing a proxy is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. The power of attorney or other authority, if any, under which the instrument of proxy is signed on behalf of the member or duly certified copy of that power of attorney or other authority (failing previous registration with the Company), if required by law, be duly stamped and lodged with the instrument of proxy, failing which the instrument may be treated as invalid.

In appointing the Chairman of the AGM as proxy, members should specifically indicate in the proxy form how they wish to vote for or vote against (or abstain from voting on) the resolutions set out in the Notice of the AGM, failing which the appointment of the Chairman of the AGM as proxy for that resolution will be treated as invalid.

6. The instrument appointing a proxy or proxies must be deposited at the registered office of the Company at 4008 Ang Mo Kio Avenue 10, #04-22, Techplace 1, Singapore 569625 or via email to irc@cfmholdings.com by 10.00 a.m. on 27 October 2025 (being not less than forty-eight (48) hours before the time appointed for holding the AGM of the Company).
7. A Depositor's name must appear on the Depository Register maintained by The Central Depository (Pte) Limited ("CDP") as at seventy-two (72) hours before the time fixed for holding the AGM in order for the Depositor to be entitled to vote on any or all of the resolutions at the AGM. In view of Section 81SJ(4) of the Securities and Futures Act 2001, Singapore, a Depositor shall not be regarded as a shareholder of the Company entitled to attend the AGM and to speak and vote thereat unless his/her name appears in the Depository Register maintained by the CDP as at seventy-two (72) hours before the AGM. Any shareholder who is holding his/her shares via the CDP but whose name is not registered with the CDP as at seventy-two (72) hours before the AGM will not be entitled to attend and vote at the AGM, even if such shareholder deposits his/her proxy form forty-eight (48) hours before the AGM.
8. Investors who hold their Shares through relevant intermediaries as defined in Section 181 of the Companies Act (including CPF investors, SRS investors and holders under depository agents) and who wish to exercise their votes should approach their respective relevant intermediaries (including their respective CPF agent banks, SRS approved banks or depository agents) to submit their votes at least seven (7) working days before the AGM. CPF/SRS Investors should contact their respective CPF Agent Banks or SRS Operators for any queries they may have with regard to the appointment of proxy for the AGM.

NOTICE OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING

ACCESS TO DOCUMENTS OR INFORMATION RELATING TO THE AGM

All documents and information relating to the business of the AGM (including the Annual Report, the Appendix, the Notice of AGM and the Proxy Form) have been published on the Company's website at <https://cfmholdings.com/> and the SGXNet at <https://www.sgx.com/securities/company-announcements>. The Company will mail the Annual Report, the Appendix, the Notice of AGM and the Proxy Form to the shareholders accordingly.

SUBMISSION OF QUESTIONS PRIOR TO THE AGM

Shareholders may submit questions related to the resolutions to be tabled at the AGM via email to irc@cfmholdings.com or by post to 4008 Ang Mo Kio Avenue 10, #04-22, Techplace 1, Singapore 569625. Questions must be submitted by 21 October 2025 so that relevant and substantial queries may be addressed prior to the AGM. The responses would be published on SGXNet and the Company's corporate website no later than forty-eight (48) hours before the deadline for submission of the proxy form.

Any relevant and subsequent queries received after 21 October 2025 will be addressed at the AGM and published in the minutes of the AGM on SGXNet and the Company's website within one (1) month after the date of AGM.

If the questions are deposited in physical copy at the Company's registered office or sent via email, and in either case not accompanied by the completed and executed Proxy Form, the following details must be included with the submitted questions: (i) the member's full name; and (ii) his/her/its identification/registration number for verification purposes, failing which the submission will be treated as invalid. Any question without the identification details will not be addressed.

ATTENDANCE AT THE AGM

As the venue has limited sitting capacity, only shareholders whose names appear in the Depository Register as at seventy-two (72) hours before the time appointed for holding the AGM shall be entitled to attend the AGM of the Company or appoint a proxy(ies) on his or her behalf.

PERSONAL DATA PRIVACY:

By (a) submitting an instrument appointing a proxy(ies) and/or representative(s) or the Chairman of the AGM as a proxy to vote at the AGM and/or any adjournment thereof, or (b) submitting any question prior to the AGM in accordance with this Notice, a shareholder of the Company consents to the collection, use and disclosure of the shareholder's personal data by the Company (or its agents or service providers) for the following purposes:

- (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Meeting (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes");
- (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes; and
- (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Mr. Ip Kwok Wing, Mr. Lim Chi Yuin, Clarence, Ms. Lin Sijia and Dr. Raj Kamal s/o Abdul Rasheed are the Directors seeking re-election at the forthcoming Annual General Meeting (“AGM”) of the Company to be convened on 29 October 2025 (collectively, the “Retiring Directors” and each a “Retiring Director”).

Pursuant to Catalyst Rule 720(5) of the Listing Manual of the SGX-ST, the information relating to the Retiring Directors as set out in Appendix 7F is set out below:

	MR. IP KWOK WING	MR. LIM CHI YUIN, CLARENCE	MS. LIN SIJIA	DR. RAJ KAMAL S/O ABDUL RASHEED
Date of Appointment	28 April 2000	10 February 2025	10 February 2025	1 September 2025
Date of last re-appointment (if applicable)	28 October 2022	Nil	Nil	Nil
Age	73	42	42	41
Country of principal residence	Singapore	Singapore	Singapore	Singapore
The Board’s comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	<p>The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee (“NC”) and has reviewed and assessed the qualifications, work experience and suitability of Mr. Ip Kwok Wing (“Mr. Ip”) for re-appointment as the Executive Chairman of the Company.</p> <p>The Board has reviewed and concluded that Mr. Ip possesses the experience, expertise, knowledge and skills to contribute to the core competencies of the Board.</p>	<p>The Board of Directors of the Company has considered, among others, the recommendation of the NC, and has reviewed and assessed the qualifications, work experience and suitability of Mr. Lim Chi Yuin, Clarence (“Mr. Lim”) for re-appointment as a Lead Independent Director of the Company, the Chairman of the Remuneration Committee (“RC”), and a member each of the Audit Committee (“AC”) and NC.</p> <p>The Board has reviewed and concluded that Mr. Lim possesses the experience, expertise, knowledge and skills to contribute to the core competencies of the Board.</p>	<p>The Board of Directors of the Company has considered, among others, the recommendation of the NC, and has reviewed and assessed the qualifications, work experience and suitability of Ms. Lin Sijia (“Ms. Lin”) for re-appointment as an Independent Director of the Company, the Chairman of the AC, and a member each of the RC and NC.</p> <p>The Board has reviewed and concluded that Ms. Lin possesses the experience, expertise, knowledge and skills to contribute to the core competencies of the Board.</p>	<p>The Board of Directors of the Company has considered, among others, the recommendation of the NC, and has reviewed and assessed the qualifications, work experience and suitability of Dr. Raj Kamal s/o Abdul Rasheed (“Dr. Raj”) for re-appointment as an Independent Director of the Company, the Chairman of the NC, and a member each of the AC and RC.</p> <p>The Board has reviewed and concluded that Dr. Raj possesses the experience, expertise, knowledge and skills to contribute to the core competencies of the Board.</p>
Whether appointment is executive, and if so, the area of responsibility	Executive responsible for the overall management, strategic planning and technical activities of the Company	Non-Executive	Non-Executive	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Chairman	Lead Independent Director, Chairman of the RC, and a member each of the AC and NC	Independent Director, Chairperson of the AC, and a member each of the NC and RC	Independent Director, Chairman of the NC, and a member each of the AC and RC

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	MR. IP KWOK WING	MR. LIM CHI YUIN, CLARENCE	MS. LIN SIJIA	DR. RAJ KAMAL S/O ABDUL RASHEED
Professional qualifications	<ul style="list-style-type: none"> N.A. 	<ul style="list-style-type: none"> Bachelor of Engineering in Mechanical Engineering (Honours), Nanyang Technological University 	<ul style="list-style-type: none"> Bachelor of Arts in Economics and Finance (First Class Honours), University of Keele Master of Science in Finance and Financial Law (Merit), The School of Oriental and African Studies, University of London 	<ul style="list-style-type: none"> Bachelor of Engineering in Mechanical Engineering (First Class Honours), Nanyang Technological University Doctor of Philosophy in Mechanical Engineering, Nanyang Technological University
Working experience and occupation(s) during the past 10 years	Appointed as the Managing Director since the incorporation of the Company and is responsible for the Group's strategic planning and development of new products and markets	2014 to present - Operations Director at RGIS Singapore Pte. Ltd.	<p>2022 to present – Head of Trade Asset Management / Executive Director at Australia and New Zealand Banking Group Ltd</p> <p>2018 to 2021 – Originator / Director in Trade and Capital Markets (f.k.a. Trade and Structured Finance) at Cargill TSF Asia Pte Ltd</p> <p>2015 to 2018 - Originator & Structurer / Vice President in Trade and Structured Finance at Cargill TSF Asia Pte Ltd</p> <p>2014 to 2015 - Relationship Manager / Associate in Commodity Finance at BNP Paribas</p>	<p>2022 to present Founding Director, Art Practitioner, Educator The Lucid Umbrella Pte. Ltd.</p> <p>2021 to present – Adjunct Faculty / Lecturer, RMIT and Murdoch University (Kaplan Singapore)</p> <p>2020 to present – Adjunct Faculty / Lecturer, Singapore Institute of Technology, The Culinary Institute of America</p> <p>2016 to present – Adjunct Faculty / Lecturer, Management Development Institute of Singapore</p> <p>2018 to 2022 Founder and Trainer, EduSYNC Learning Hub LLP</p> <p>2015 to 2019 Post-Doctoral Research Fellow/Scientist, Energy Research Institution at NTU (ERI@N)</p>
Shareholding interest in the listed issuer and its subsidiaries	Direct interest in 74,319,300 ordinary shares and deemed to be interested in 61,601,150 ordinary shares held by Mdm. Lim Fong Li Janet, his spouse and a substantial shareholder of CFM Holdings Limited	Nil	Nil	Nil

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	MR. IP KWOK WING	MR. LIM CHI YUIN, CLARENCE	MS. LIN SIJIA	DR. RAJ KAMAL S/O ABDUL RASHEED
Any relationship (including immediate family relationships with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries)	Spouse of Mdm. Lim Fong Li Janet, who is the Executive Director, Chief Executive Officer and a substantial shareholder of the Company Father of Mr. Kenneth Ip Yew Wa, the Company's Chief Operating Officer, and Mr. Andrew Ip Jo Wa, a Director of Hantong Metal Component Sdn. Bhd., a wholly-owned subsidiary of the Company	No	No	No
Conflict of Interest (including any competing business)	No	No	No	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes	Yes	Yes
Other Principal Commitments Including Directorships	Nil	Nil	Nil	Nil
- Past (for the last 5 years)				
Other Principal Commitments Including Directorships	<u>Present Directorships</u> <ul style="list-style-type: none"> CFM Holdings Limited CFM Infratrade Pte Ltd Hantong Metal Component Sdn. Bhd. Hantong Metal Component (Penang) Sdn. Bhd. Dalian CFM Precision Tooling Co., Ltd. 	<u>Present Directorships</u> <ul style="list-style-type: none"> CFM Holdings Limited RGIS Singapore Pte Ltd RGIS Malaysia Sdn Bhd RGIS Hong Kong Ltd RGIS Taiwan LLC 	<u>Other Principal Commitments</u> <ul style="list-style-type: none"> Member of International Trade and Forfeiting Association, South-East Asia Regional Committee <u>Present Directorships</u> <ul style="list-style-type: none"> CFM Holdings Limited 	<u>Present Directorships</u> <ul style="list-style-type: none"> CFM Holdings Limited The Lucid Umbrella Pte. Ltd.
- Present				

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	MR. IP KWOK WING	MR. LIM CHI YUIN, CLARENCE	MS. LIN SIJIA	DR. RAJ KAMAL S/O ABDUL RASHEED
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	No	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	No	No
(c) Whether there is any unsatisfied judgment against him?	No	No	No	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No	No
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	MR. IP KWOK WING	MR. LIM CHI YUIN, CLARENCE	MS. LIN SIJIA	DR. RAJ KAMAL S/O ABDUL RASHEED
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No	No
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No	No
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No	No
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No	No
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:-				
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No	No	No
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	MR. IP KWOK WING	MR. LIM CHI YUIN, CLARENCE	MS. LIN SIJIA	DR. RAJ KAMAL S/O ABDUL RASHEED
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No	No	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No	No	No	No
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No	No

Information required

Disclosure applicable to the appointment of Director only.

Any prior experience as a director of a listed company?	Not applicable.
If yes, please provide details of prior experience.	This is a re-election of Directors.

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CFM HOLDINGS LIMITEDCompany Registration No. 200003708R
(Incorporated in the Republic of Singapore)**PROXY FORM**

(Please see notes overleaf before completing this Form)

IMPORTANT:

1. Relevant intermediaries as defined in Section 181(1C) of the Companies Act 1967 may appoint more than two (2) proxies to attend, speak and vote at the Annual General Meeting.
2. For CPF/SRS investors who have used their CPF/SRS monies to buy the Company's shares, this Proxy Form is NOT VALID for use and shall be ineffective for all intents and purposes if used or purported to be used by them. CPF or SRS investors should contact their respective CPF Agents Banks or SRS Operators to submit their votes and specify their voting instructions and to ensure that their votes are submitted, at least seven (7) working days (by 10.00 a.m. on 17 October 2025) before the Annual General Meeting ("AGM") and contact their CPF Agents Banks or SRS Operators if they have any queries regarding their appointment as proxies.
3. By submitting an instrument appointing a proxy(ies) and/or representatives, a member accepts and agrees to the personal data privacy terms set out in the Notes to this Proxy Form.

*I/We, _____ (Full Name) _____ (NRIC No./Passport No./Company No.)

of _____ (Full Address)

being a *member/members of CFM Holdings Limited (the "Company"), hereby appoint:

NAME	NRIC/PASSPORT NO.	PROPORTION OF SHAREHOLDINGS	
		NO. OF SHARES	%
ADDRESS			

and/or (delete as appropriate)

NAME	NRIC/PASSPORT NO.	PROPORTION OF SHAREHOLDINGS	
		NO. OF SHARES	%
ADDRESS			

or failing the person, or either or both of the persons referred to above, the Chairman of the AGM as *my/our proxy/proxies to attend and to vote for *me/us on *my/our behalf at the AGM of the Company to be held at 293 Lor 6 Toa Payoh, SAFRA Toa Payoh, Reef Room, Level 3, Singapore 319387 on Wednesday, 29 October 2025 at 10.00 a.m. and at any adjournment thereof.

*I/We direct *my/ our proxy/proxies to vote for or against, or to abstain from voting on the resolution(s) proposed at the AGM as indicated hereunder. If no specific direction as to voting is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the proxy/proxies will vote or abstain from voting at his/her discretion. The authority herein includes the right to demand or to join in demanding a poll and to vote on a poll. **In the absence of specific directions in respect of a resolution, the appointment of the Chairman of the AGM as my/our proxy for that resolution will be treated as invalid.**

The Proxy Form is made available on SGXNet and the Company's corporate website.

(Please indicate your vote "For" or "Against" with a tick "√" within the box provided. Alternatively, please indicate the no. of votes as appropriate.)

NO.	RESOLUTIONS RELATING TO:	BY WAY OF POLL		
		FOR#	AGAINST#	ABSTAIN#
1	Directors' Statement and Audited Financial Statements for the year ended 30 June 2025 together with the Independent Auditors' Report thereon			
2	Re-election of Mr. Ip Kwok Wing as Director			
3	Re-election of Mr. Lim Chi Yui, Clarence as Director			
4	Re-election of Ms. Lin Sijia as Director			
5	Re-election of Dr. Raj Kamal s/o Abdul Rasheed as Director			
6	Approval of Directors' fees amounting to S\$68,000 for the financial year ending 30 June 2026			
7	To appoint Messrs. PKF-CAP LLP in place of retiring Messrs. Baker Tilly TFW LLP as the Auditors of the Company			
8	Authority to Allot and Issue Shares			

If you wish to exercise all your votes "For", "Against" or to "Abstain" from voting, please indicate with a tick (√) within the box provided. Alternatively, please indicate the number of votes as appropriate. If you mark the abstain box for a particular resolution, you are directing your proxy not to vote on that resolution on a poll and your votes will not be counted in computing the required majority on a poll.

Dated this _____ day of _____, 2025

Signature of Member(s) and/or,
Common Seal of Corporate Member

TOTAL NUMBER OF SHARES IN:	NO. OF SHARES
(a) CDP Register	
(b) Register of Members	

* Delete where inapplicable

IMPORTANT: PLEASE READ NOTES OVERLEAF BEFORE COMPLETING THIS PROXY FORM

Notes:

1. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001), you should insert that number of shares. If you have shares registered in your name in the Register of Members of the Company, you should insert that number of shares. If you have shares entered against your name in the Depository Register and shares registered in your name in the Register of Members, you should insert the aggregate number of shares. If no number is inserted, this form of proxy will be deemed to relate to all the Shares held by you.
2. A member of the Company entitled to attend and vote at a meeting of the Company is entitled to appoint one (1) or two (2) proxies to attend and vote in his/her stead.
3. A member who is not a relevant intermediary is entitled to appoint not more than two (2) proxies to attend, speak and vote at the AGM. Where such member's form of proxy appoints more than one (1) proxy, the proportion of the shareholdings concerned to be represented by each proxy shall be specified in the form of proxy.
4. A member who is a relevant intermediary is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.

"Relevant intermediary" means:
 - (a) A banking corporation licensed under the Banking Act 1970 or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity;
 - (b) A person holding a capital markets services licence to provide custodial services for securities under the Securities and Futures Act 2001 and who holds shares in that capacity; or
 - (c) The Central Provident Fund Board established by the Central Provident Fund Act 1953, in respect of shares purchased under the subsidiary legislation made under that Act providing for making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.
5. A proxy need not be a member of the Company.
6. Where a member appoints more than one proxy, the member must specify the proportion of shareholdings to be represented by each proxy. If no proportion of shareholdings is specified, the proxy whose name appears first shall be deemed to carry 100% of the shareholdings of his/her appointor and the proxy whose name appears after shall be deemed to be appointed in the alternate.
7. The instrument appointing a proxy must be deposited at the registered office of the Company at 4008 Ang Mo Kio Avenue 10, #04-22, Techplace 1, Singapore 569625 or via email to irc@cfmholdings.com by 10:00 a.m. on 27 October 2025 (being not less than forty-eight (48) hours before the time appointed for holding the AGM).
8. Completion and return of the instrument appointing a proxy or proxies by a member shall not preclude him from attending and voting at the AGM if he so wishes. Any appointment of a proxy or proxies by a member shall be deemed to be revoked if a member attends the AGM in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the instrument of proxy to the AGM.
9. The instrument appointing a proxy or proxies must be signed by the appointor or his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of an officer or attorney duly authorised. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the AGM.
10. Where an instrument appointing a proxy or proxies is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.
11. The Company shall be entitled to reject an instrument of proxy or proxies if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of a member whose shares are entered in the Depository Register, the Company may reject any instrument appointing a proxy or proxies if the member, being the appointor, is not shown to have shares entered against his name in the Depository Register as at seventy-two (72) hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.
12. Investors who hold their Shares through relevant intermediaries as defined in Section 181 of the Companies Act 1967 (including CPF investors, SRS investors and holders under depository agents) and who wish to exercise their votes should approach their respective relevant intermediaries (including their respective CPF agent banks, SRS approved banks or depository agents) to submit their votes at least seven (7) working days before the AGM. CPF/SRS Investors should contact their respective CPF Agent Banks or SRS Operators for any queries they may have with regards to the appointment of proxy for the AGM.

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of proxies and representative appointed for the meeting (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, take-over rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representatives to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representatives for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representatives for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.



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