COMBINE WILL INTERNATIONAL HOLDINGS LIMITED

聯志國際控股有限公司

(Incorporated in the Cayman Islands on 8 October 2007)

Company Registration No. MC-196613

RESPONSES TO QUESTIONS FROM SHAREHOLDERS

The Board of Directors (the "**Board**") of Combine Will International Holdings Limited (the "**Company**", together with its subsidiaries, the "**Group**" and each a "**Group Company**") wishes to respond to questions received in relation to, *inter alia*, the annual report released by the Company in respect of the financial year ended 31 December 2024 (the "**FY2024 Annual Report**").

Capitalised terms used herein, unless otherwise defined, shall have the definitions ascribed to them in the FY2024 Annual Report.

Shareholder Question (1)

How will the Trump tariffs directly or indirectly affect the Company's revenue in 2025?

Company's Response

The Company is actively monitoring the potential impact that any tariffs imposed may have on its supply chain and will take appropriate steps to address any such potential impact if it should present itself as material. Suffice to say that, at this juncture, the Company is evaluating the situation pending receipt of information and updates from the Group's customers and suppliers.

The Company would like to further assure its Shareholders as follows.

The Group has a strong diversification strategy, exemplified by our strategic expansion initiatives, particularly in Indonesia, which has led to an increased order volume and a broader customer base.

We have also been actively engaged with potential global customers to reinforce our market position. Additionally, we continuously enhance our supply chain resilience by strengthening collaboration efforts with both suppliers and customers, aiming to mitigate the risks of disruption and maintain operational efficiency. We remain vigilant in monitoring market conditions to safeguard our operations.

Collectively, the Group is cautiously optimistic that these efforts will help to mitigate any potential impact of the tariffs on the Group's performance.

Shareholder Question (2)

Given the expansion in Indonesia, are we able to expect higher revenue and results in 2025? What are the major risks to the planned expansion? How much capital expenditures is the Company planning for 2025 and 2026?

Company's Response

Our venture into plush toy production in Indonesia has contributed positively to the Group's revenue for FY2024. The expansion in Indonesia is progressing as planned, and we expect this momentum to continue inFY2025 barring any unforeseen circumstances.

We have identified the major risks that may impact on the expansion in Indonesia to include (i) unexpected regulatory changes; (ii) labour market dynamics; and (iii) supply chain disruptions. Nevertheless and as mentioned earlier, we are fortifying our supply chain resilience by strengthening collaboration with both suppliers and customers to mitigate potential disruptions and maintain operational efficiency. Simultaneously, we remain vigilant in monitoring market conditions to safeguard our operations.

For FY2025, we plan to allocate approximately S$15-20 million in capital expenditures, with a focus on strategic investments in plush toy manufacturing, as well as expansions to die casting and plastic production capabilities.

For FY2026, we are planning to inject approximately S$10 million in capital expenditures, with a primary focus on automation investments.

It is important to note that the above are planned capital expenditures based on current prevailing market conditions as well as business and market information currently available to the Management.

Shareholder Question (3)

Can the company shed some light on the new customers acquired in 2024? What new markets and reach has the company achieved in 2024? Is the company able to showcase some toys or plush toys that it is making?

Company's Response

In FY2024, the Group has successfully secured new customers, expanded its market reach, and strengthened relationships with existing customers, leading to an increase in recurring orders.

The Group now serves a diverse range of customers from Asia, Europe, and North America, including renowned multinational corporations from industries such as premium product merchandising, consumer goods, toys, and global fast food. While we are unable to publicly disclose the identities of our customers due to non-disclosure obligations of the Group, our key customer base includes a leading global fast-food chain, a well-known Japanese toy company, and a global theme park operator.

We note the Shareholder's suggestion that the Group showcases the toys or push toys that the Group manufactures and will look into this, in particular, to better highlight the Group's craftmanship and R&D capabilities.

By order of the Board

Chiu Hau Shun, Simon
Chief Executive Officer

23 April 2025