



INFO-TECH SYSTEMS LTD.

(Company Registration No.: 200711480W)
(Incorporated in the Republic of Singapore)

RESPONSES TO SUBSTANTIAL AND RELEVANT QUESTIONS FROM SHAREHOLDERS PRIOR TO THE ANNUAL GENERAL MEETING TO BE HELD ON FRIDAY, 24 APRIL 2026 AT 10.00 A.M.

Info-Tech Systems Ltd. (the "**Company**") would like to thank all shareholders who have submitted their questions in advance of the Company's Annual General Meeting ("**AGM**"), which will be held at Singapore Land Tower, 50 Raffles Place, Level 4, Singapore 048623 on Friday, 24 April 2026 at 10.00 a.m. (Singapore Time).

The Board of Directors (the "**Board**") and Management have consolidated the substantial and relevant questions received and our responses to these questions are set out below. Due to overlap in the questions received, similar questions have been consolidated and addressed together. Some questions have been rephrased for clarity.

Following the conclusion of the AGM, the voting results will be published on SGXNet and the Company's website.

BY ORDER OF THE BOARD

Cho Form Po
Company Secretary

20 April 2026

APPENDIX

The Company's responses to the questions are set out below:

- 1. The academy was expanded in Q4 2025. (a) What is the maximum capacity for Bendemeer, Jurong and Ang Mo Kio before and after the expansion? (b) What were the utilisation rates of the academy in 2H 2025?**

The Company's Response

- (a) Academy capacity:

Before expansion:

- Bendemeer: Total 3 classrooms (20 pax per classroom)

After expansion in Q4 2025:

- Bendemeer: Total 9 classrooms (20 pax per classroom)
- Jurong JTC: Total 3 classrooms (20 pax per classroom)
- Other locations: Temporary classroom rentals on a short-term basis (by day) to meet demand

- (b) Classroom utilisation reached full capacity in Q4 2025, driven by a surge in demand from learners leveraging expiring SkillsFuture Credits. To accommodate this demand, the Company also expanded its training capacity through short-term classroom rentals across multiple locations.

- 2. Does most of the physical training take place at the Company's own training locations, or at clients' onsite venues? Is there an estimation of the proportion of FY2025 revenue attributable to each?**

The Company's Response

The majority of training for individual learners is conducted at the Company's designated training locations. For corporate training, sessions may also be conducted at clients' premises, depending on their requirements.

The Company does not track a detailed breakdown of revenue between clients' onsite and own-premises training.

- 3. How have sign-ups for AI courses progressed in 2026 compared to 2H 2025? Is there a concern that the surge in AI course demand seen in 2H 2025 was a one-off? Relatedly, does management expect a similar level of academy revenue in FY2026?**

The Company's Response

Sign-ups in 1Q 2026 have been encouraging and are tracking well. While demand in 2H 2025 was particularly strong, partly driven by the utilisation of the S\$500 SkillsFuture Credit by individuals, we do not view this as purely a one-off trend.

In FY2026, we are broadening our focus beyond individuals to include corporate training. Singapore SMEs can leverage schemes such as the SkillsFuture Enterprise Credit (SFEC), which provides up to S\$10,000 in support for workforce training, including WSQ-accredited AI and digital courses. This is expected to drive more structured and recurring demand from corporate clients.

In addition, ongoing national initiatives to promote AI adoption and digital transformation are likely to sustain training demand. Taken together, we remain optimistic about maintaining healthy academy performance in FY2026, supported by a more balanced mix of individual and corporate enrolments.

4. Will the Company incur listing-related expenses in FY2026? If so, what is the estimated amount?

The Company's Response

The listing expenses incurred in FY2025 were primarily one-off in nature and the Company does not expect similar expenses to in FY2026. There are no other IPO-related expenses in FY2026.

5. Is the research and development, maintenance and technical support for the Company's software products carried out solely in India?

The Company's Response

Yes, they are mainly based in India. The Company has built a dedicated team of skilled technology professionals there, leveraging India's strong talent pool to support its product development needs cost-effectively and at scale.

6. Info-Tech offers cloud-based HRMS, Accounting and CRM software under the SaaS model. Is the software ecosystem for SMEs now considered complete, or is there scope for further product development?

The Company's Response

The Company's current suite of cloud-based digital solutions provides a strong and integrated ecosystem that addresses the key operational needs of SMEs. The Company will continue to explore enhancements such as AI-powered features, automation and additional modules to support SMEs' evolving needs.

7. Singapore's Productivity Solutions Grant (PSG) subsidises up to 50% of costs for pre-approved HRMS and accounting solutions in the first year of adoption. Approximately what percentage of customers are PSG recipients? What typically happens after the subsidy period lapses? Do most customers continue using Info-Tech's services, and do they adjust the number of modules subscribed?

The Company's Response

In FY2025, approximately 60% of the Company's new SME customers in Singapore were PSG recipients. The grant typically supports the initial year of adoption, after which customers

transition to a lower recurring subscription fee as implementation and training components are no longer required.

Based on the Company's experience, most customers continue to use its services beyond the subsidy period, as switching systems can be operationally disruptive for SMEs. While some customers may optimise or adjust their module usage over time, overall retention remains stable above 90%.

- 8. The overall customer retention rate declined from 94% as at 1H2025 to 90% as at year-end 2025. Can management elaborate on the reasons for this drop?**

The Company's Response

The decline was primarily attributable to higher churn observed in the Company's India market. Compared to Singapore, where retention remains above 90%, the business environment in India is relatively more volatile, with a higher incidence of business closures.

Overall, retention in the Company's core Singapore market remains stable and healthy. The Company will continue to focus on strengthening customer engagement and enhancing product value to support long-term retention across all markets.

- 9. Singapore subscription revenue appears to have stagnated and was flat year-on-year in FY2025, even after the introduction of the Accounting software. Does this suggest that HRMS sales have declined or that accounting software adoption has been negligible? Has the Company reached a saturation point, and what are the prospects for Singapore subscription revenue going forward?**

The Company's Response

The relatively flat Singapore subscription revenue in FY2025 reflected a deliberate period of prioritisation rather than any structural weakness in demand. During the year, management's focus was concentrated on two significant value-creating activities: the preparation for the Company's listing in July 2025, and to capture the exceptional surge in academy demand in 2H2025. The latter required considerable operational bandwidth to scale capacity rapidly, which contributed to a double-digit rise in overall Singapore revenue for the year. Subscription revenue remained stable as management resources were directed towards these higher-priority opportunities.

In FY2026, the Company will remain focused on growing the Singapore subscription revenue. The Company sees meaningful headroom for growth and intends to build on the Singapore Government's continued push for SMEs to adopt digital solutions to enhance productivity. It will further strengthen its market presence through targeted go-to-market initiatives, including partner collaborations, direct sales outreach, roadshows and marketing campaigns.

With the launch of its CRM offering, the Company is also focused on cross-selling its suite of products as an integrated ecosystem, enabling customers to enhance lead generation, improve operational efficiency and drive overall productivity, which the Company expects to support long-term subscription growth.

10. Has the take-up rate of the CRM product been encouraging since its launch in February 2026?

The Company's Response

As the CRM solution was only launched in February 2026, it is still at an early stage. It typically takes approximately 6 to 12 months to gather meaningful feedback from customers and to better understand market needs and adoption trends. At this juncture, it would be premature to draw definitive conclusions on the take-up rate.

The Company remains optimistic, drawing on its similar experience with the Accounting software, which took approximately 6 to 12 months from launch to gain meaningful sales momentum.

11. How might the ongoing conflict in the Middle East affect the Company's Dubai expansion plans?

The Company's Response

The Company has not yet commenced business activities in the Middle East region. The situation in the Middle East remains fluid, and the Company continues to closely monitor developments and their potential implications for the operating environment in Dubai and the broader region. Notwithstanding the current uncertainties, the Company recognises the long-term attractiveness of the Dubai market, which offers a favourable business environment, strong demand for technology solutions among SMEs, and a strategic gateway to the wider Middle East. The Company remains committed to its expansion ambitions in the region and will proceed in a measured and prudent manner, ensuring that any further steps are taken only when conditions are deemed appropriate and the timing is right.

12. Is there a 'network effect' for the Company's software services — does being on the same platform make it easier for subscribed businesses to transact or collaborate with one another?

The Company's Response

The Company's software offerings are designed as an integrated, one-stop digital solution for SMEs, bringing together key functions such as HRMS, accounting and CRM. These solutions are interconnected and synchronised, allowing data to flow across modules and supporting more efficient business operations.

In this context, any 'network effect' is primarily internal rather than external. As customers adopt more of the Company's solutions, they benefit from improved integration, better data consistency and enhanced operational efficiency within their own organisations, rather than through inter-company interactions on the platform.

13. One of the HRMS product's competitive advantages is its relatively lower price point. Does management believe there is untapped pricing power — i.e., could prices be raised without significant customer attrition?

The Company's Response

The Company's pricing strategy takes into account varying market conditions across the different geographies in which it operates. The Company continuously monitors pricing trends in each jurisdiction to ensure its pricing remains aligned with local purchasing power and competitive dynamics.

While affordability is an important aspect of the Company's value proposition, its approach to pricing is balanced against the need to remain competitive and sustain long-term customer relationships. Any pricing adjustments are considered carefully and implemented selectively, taking into account market conditions, customer needs and the value delivered by its solutions.