
RESPONSES TO QUESTIONS FROM SHAREHOLDER IN RELATION TO THE ANNUAL REPORT 2025 AND ANNUAL GENERAL MEETING TO BE HELD ON 28 NOVEMBER 2025

The Board of Directors (the "**Board**") of Vicplas International Ltd (the "**Company**" and, together with its subsidiaries, the "**Group**") refers to the Company's annual report for the financial year ended 31 July 2025 ("**Annual Report 2025**") and notice of annual general meeting ("**AGM**") released by the Company on 6 November 2025 in relation to the Company's AGM to be held at Devan Nair Institute for Employment and Employability, Event Hall 1 (Level 1), 80 Jurong East Street 21, Singapore 609607 on Friday, 28 November 2025 at 3.00 p.m. (Singapore Time).

The Board would like to provide responses to questions from a shareholder ahead of the AGM as follows:

Q1. How "sticky" are the revenues/orders in respect of the medical devices produced by Forefront? Any material risk of customers shifting to another competitor contract manufacturer after conceptualisation and delivery? Any corresponding risk of product line obsolescence by Forefront after it makes substantial investments/CAPEX to set it up? Does Forefront therefore anticipate the ability to raise prices meaningfully after the initial gestation/maturity period of a product line? In other words, could management elaborate more on the level of integration between product teams of the customers, and the team at Forefront?

[Company's Response](#)

For the Medical Devices Segment ("**MDS**" or "**Forefront**"), there is a relatively high degree of "stickiness" and customers do not normally switch supplier due to the extent of testing and revalidation processes that they need to undergo to be able to switch supplier. Most of the products that MDS manufactures are also for one time use.

The investments in CAPEX are usually to expand production capacity (e.g. in different locations) and develop capabilities (e.g. micromoulding, extrusion). Most of the machineries can be used to serve different customers and different projects.

Prices are usually fixed as per the manufacturing contract with the customer with annual or other periodic review timeframes whereby variables (e.g. foreign exchange and raw material costs fluctuations) can be addressed, and any price adjustments is subject to agreement with the relevant customer following negotiations with such customer.

Q2. Is it accurate to say that Forefront's customers are rarely one-off or short-term - given the typically long period of time required for commercialisation of medical devices, customers traditionally continue to purchase during the life cycle of the product?

[Company's Response](#)

Yes, it is usually for the lifecycle of the product model which could be for a long period of time, around 8 - 10 years depending on product.

Q3. How is Forefront thinking about entering new medical product segments? Any clear avenues for doing so? Or are existing competitors entrenched in these segments?

Company's Response

MDS is constantly looking at entering new medical devices product segments and constantly engaging with existing and new customers for their new products or new models of existing products. Most of our customers are multi-national companies with many divisions so once we have demonstrated capability in one division, we may be a strong candidate to bid for projects from other divisions. Customers usually deal with suppliers that have a track record and demonstrable capabilities to manufacture those products. At the end of the day, in terms of competition, it is about how responsive we are as contract manufacturers to help the customers solve problems regarding manufacturability and presenting the customer with a commercially viable landed cost without compromising on quality and safety.

Q4. What is the lead time for orders from Forefront's customers? Is there clear visibility in the future as to the customer's demand for products?

Company's Response

Forefront's customers usually provide an annual rolling forecast with firm orders two or three months in advance depending on raw materials and manufacturing lead time. Given our industry, there is less order volatility compared to consumer electronics for example. However, when there is one-off circumstance like the Covid-19 global pandemic, the orders may see some significant changes - certain customers stocked up due to the pandemic and later on had to utilise their inventory before resuming regular orders.

Q5. The Mexico plant addresses the large US market. What sort of product segments does management view as key growth drivers for the Mexico plant?

Company's Response

The Mexico plant caters to various product segments such as infusion devices for the delivery of pain management and chemotherapy. We have also commenced commercialising new products that will be rolled out progressively in the upcoming periods which will raise the utilisation rate of the Mexico plant over time.

Q6. The Group derives a substantial amount of "Income from tooling & maintenance services" and "Miscellaneous income" as part of "Other Income" – please elaborate which business segment such income stream pertains to? And what such income entails.

Company's Response

Both "Income from tooling & maintenance services" and "Miscellaneous income" relate mainly to MDS. MDS derives "Income from tooling & maintenance services" when customers pay for new moulds/tooling to be used in mass production in subsequent periods as well as the maintenance of such moulds/tooling annually, while "Miscellaneous income" includes income from MDS' customers for product design, development and validation services etc.

BY ORDER OF THE BOARD
Walter Tarca
Group Chief Executive Officer
26 November 2025