

**VICPLAS INTERNATIONAL LTD**  
(UEN 199805362R)  
Incorporated in the Republic of Singapore  
("Company")

MINUTES OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING ("AGM" or "Meeting") OF THE COMPANY HELD AT DEVAN NAIR INSTITUTE FOR EMPLOYMENT AND EMPLOYABILITY, EVENT HALL 1 (LEVEL 1), 80 JURONG EAST STREET 21, SINGAPORE 609607 ON TUESDAY, THE 28<sup>TH</sup> DAY OF NOVEMBER 2023 AT 3.00 P.M.

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Board of Directors

Mr. Yeo Wico	: Non-Executive Independent Chairman
Mr. Ng Cher Yan	: Non-Executive Independent Director
Mr. Ng Beng Tiong	: Non-Executive Independent Director
Mrs. Jane Rose	
Philomene Gaines-Cooper	: Non-Executive Director

Senior management

Mr. Walter Tarca	: Group Chief Executive Officer and President of Medical Devices Segment
Mr. Eric Cheng	: Managing Director of the Pipes and Pipe Fittings Segment
Mr. Jay Cheng	: Group Operations Director
Ms. Gan Ying Hui	: Chief Financial Officer

Shareholders/Proxies/Others

As per Attendance Lists

1. Introduction

The Chairman, Mr. Yeo Wico, welcomed all present to the AGM. The Chairman introduced the members of the Board and the senior management team, the auditors and the company secretary.

Before proceeding with the business of the Meeting, a corporate presentation was presented by Mr. Walter Tarca, Mr. Jay Cheng, and Ms. Gan Ying Hui. A copy of the corporate presentation was published on the SGX-ST website on November 28, 2023 (Announcement Reference: SG231106MEETW3QS) and a copy is also attached hereto.

2. Quorum

As a quorum was present, the Chairman called the AGM to order.

3. Notice

The notice convening the AGM ("**Notice**"), which was published in the Business Times, on the SGXNet, and on the Company's website as well as posted to the Shareholders on November 6, 2023, was taken as read.

4. Q&A Procedures

The shareholders were informed that the Company did not receive any questions from shareholders related to the proposed resolutions prior to the AGM.

5. Voting Procedures

The Chairman explained the voting procedures for this Meeting. He informed that voting would be conducted by poll in accordance with the listing rules and that all of the resolutions to be tabled for approval by shareholders at this AGM are Ordinary Resolutions.

The Chairman informed that in his capacity as the Chairman of the Meeting, he was appointed by some shareholders as their proxy, and he would vote in accordance with their instructions, where

specified.

The Company had appointed B.A.C.S. Private Limited as the Polling agent and CACS Corporate Advisory Pte. Ltd. as Scrutineers for this Meeting. The Scrutineers verified and supervised the counting of votes of all such valid proxy forms submitted by shareholders by the submission deadline of 3.00p.m. on November 25, 2023, and verified the votes cast by the shareholders during the Meeting.

The Scrutineers then explained the polling procedure and how the voting slip should be completed to the shareholders.

Thereafter the Chairman proceeded to the items on the agenda for the AGM.

#### Ordinary Business

#### 6. Ordinary Resolution No.1 Directors' Statement and Audited Financial Statements

The first item on the agenda was to receive and adopt the Directors' Statement and the Audited Financial Statements of the Company for the financial year ended July 31, 2023, and the Auditor's Report thereon.

The Chairman invited questions from the shareholders on the Directors' Statement and the Audited Financial Statements. With the consent of the shareholders, Resolution 1 as referred to in the Notice was taken as read.

Shareholder A referred to the annual report ("AR") and raised the following questions:

- (i) He asked what is the Miscellaneous income from outside parties as shown on page 108 of the AR?
- (ii) Referring to the Segment information on page 113 of the AR, he mentioned that the corporate presentation provided a good overview of the segments and asked Mr. Walter Tarca whether the slides can be included in the AR.

In reply to question (i) above, the CFO, Ms. Gan Ying Hui informed that the Miscellaneous income from outside parties includes income for services provided to customers such as testing and validation costs with regard to moulds and products from the medical devices segment ("**MDS**") which are charged to customers.

In reply to question (ii) above, the CFO informed that a corporate presentation had been published on SGXNet when the full year results were released and following the conclusion of the AGM, the slides will be published together with the Company's announcement of the results of the AGM.

Shareholder A moved on and raised the following questions:

- (i) Referring to the new plant in Mexico, he asked Mr. Walter Tarca, the expected sales revenue and margins for the products that will be made in Mexico.
- (ii) The nature of businesses from both segments of the Company and its subsidiaries ("**Group**") are very different, he asked whether the Company intends to split the Group into two listed entities.
- (iii) Does the Company engage with analysts and investors to increase awareness and improve valuation?

Responding to question (i) above, Mr. Walter Tarca informed that MDS has grown its capabilities and customer base significantly over the past five years and the set up of the Mexico plant is partly in response to customers' demand for a near-shore USA manufacturing site due to the current geo-political situation and that there are some projects already earmarked for production in this plant. He went on to share that China is still a very viable manufacturing location with significant demand especially for medical devices made in China specifically for sales and distribution in the China market.

Responding to Shareholder A's further query on whether MDS is focused on producing in small quantities or batches for customers, Mr. Walter Tarca assured that it is not the case - the majority of the products in MDS are full medical devices (i.e. a complete device that is ready for patient use) and in some cases, MDS is the sole global supplier for the medical devices. Having said that, he also mentioned that growth is never linear, particularly in MDS, where products can take three to four years to commercialise. However, he is confident that the Mexico plant will positively contribute to the Group in time to come.

Responding to question (ii) above, the Chairman informed that the Pipes and pipe fittings segment ("**Pipes segment**") and MDS have gone through different cycles in the past, which has benefited the Group. The Pipes segment had supported MDS during its years of transformation when it went through five years of consecutive losses. Thereafter MDS turned positive and supported the Pipes segment when the construction industry in Singapore was impacted by the pandemic. He further informed that it has been advantageous for the Group to have two segments with different businesses and business cycles which supported each other. Given the current scale and development of both segments, the focus is on further growing the two segments.

Responding to question (iii) above, Mr. Walter Tarca assured that the Company has been working to improve in this area and that it has been holding analyst and investor briefings following each results announcement since FY2021. The corporate presentation slides were published along with each results announcement as well as after the AGM since FY2021.

Shareholder B raised the following questions regarding MDS:

- (i) Referring to the expansion of business in Changzhou, China, and Mexico, he asked Mr. Walter Tarca whether MDS is merely moving its operations from China to Mexico.

Responding to question (i) above, Mr. Walter Tarca informed that MDS has no intention to relocate everything from China to Mexico except for some production lines to satisfy customers' nearshore requirements. He further added that the new Mexico facility has created new business opportunities and has been well received by new and existing customers.

Shareholder B referred shareholders to the operating expenses reported on page 108 of the AR. He enquired regarding the increase in the insurance cost to S\$1,160,000 (2022: S\$960,000). The CFO clarified that the Group had various insurances required to operate the business including insurance for employees, product liability insurance, cybersecurity, etc. Mr. Walter Tarca added that insurance premiums have increased in the current global insurance market situation. In response to Shareholder B's further query regarding the details of professional fees of S\$949,000 (2022: S\$901,000), the CFO informed that the professional fees include the sales and marketing fees paid to our US consultant, internal audit fees etc.

Shareholder B moved on and raised the following question regarding the Pipes segment:

- (i) Referring to the operating profit of S\$7,199,000 (2022: S\$4,503,000) and revenue from the Pipes segment of S\$38,658,000 (2022: S\$38,207,000) as shown on page 113 of the AR, he asked whether the margin is sustainable?

Responding to question (i) above, Mr. Jay Cheng responded that residential projects were delayed because of the pandemic and are now largely on track to clear the backlog. The segment is also likely to benefit from the increased public housing projects to be built over the next few years coupled with higher demand from civil engineering projects in preparation of new townships and other projects in Singapore. However, the segment is expected to face challenges such as competition, volatility of raw materials and credit risks. The segment will continue to operate prudently, make necessary price adjustments and carefully balance sales against credit risks.

Shareholder C raised the following questions regarding the Pipes segment and MDS:

- (i) How much is required for the investment in Mexico and how much is the expected capital expenditure for the Pipes segment?

Responding to question (i) above, Mr. Walter Tarca replied that the estimated cost of the machinery and equipment needed in Mexico is approximately US\$8-10 million and the size of the plant is around 70,000 square feet. Responding to Shareholder C's further query regarding whether there are projects already planned for the Mexico plant, Mr. Walter Tarca said affirmatively that there are three to four projects planned after the Mexico plant is fitted up.

Responding to Shareholder C's query regarding the expected capital expenditure for the Pipes segment, Mr. Jay Cheng informed that the existing setup is able to meet the anticipated demand over the next few years. The capital expenditure for the Pipes segments is around S\$1-plus million annually and typically is for the replacement of production equipment and delivery fleet.

Shareholder D raised the following questions regarding the Pipes segment and MDS:

- (i) Referring to the investment in Mexico, he asked Mr. Walter Tarca about the breakeven and how much the Group will lose?
- (ii) For the Pipes segment, as the material cost fluctuates, how do you protect the margin?

Responding to question (i) above, Mr. Walter Tarca informed that it is difficult to determine exactly when the Mexico plant will break even because it depends on the types of projects/products that will eventually be manufactured in Mexico and how fast they can be commercialised. That said, he expects that the utilisation rate of the Mexico plant will grow faster than that of the China plant extension.

Responding to Shareholder D's further query on how long MDS will take to reach its next level of growth, Mr. Walter Tarca informed that the Company does not provide such forecasts. His priority is to have Mexico operational as soon as possible in the second half of the calendar year 2024 and to commercialise as many projects/products as possible. He added that China remains a great place to manufacture medical devices, especially to meet the needs of the local market.

Responding to question (ii) above, Mr. Jay Cheng replied that increases in material cost will be passed on to customers.

Shareholder E enquired whether MDS and the Pipes segment would opt to use recycled plastic. Mr. Jay Cheng replied that due to the stringent functional and regulatory requirements of piping systems in Singapore, the Pipes segment do not use recycled plastics for its pipes and pipe fittings. However, production rejects are reused under its recycling program for packaging needs. Mr. Walter Tarca clarified that MDS do not use recycled plastics because of contamination risks as medical devices are ultimately used in human bodies.

There being no further questions and with the consent of the shareholders, the following motion was proposed by the Chairman and seconded by a shareholder:

"That the Directors' Statement and the Audited Financial Statements of the Company for the year ended July 31, 2023, and the Auditors' Report thereon be received and adopted."

The Chairman proceeded to the next resolution.

7. Ordinary Resolution No. 2  
Final (one-tier tax exempt) dividend of S\$0.0045 per share

The Chairman informed shareholders of the Company that the Directors had recommended the payment of a final (one-tier tax exempt) dividend of S\$0.0045 per share for the year ended July 31, 2023, and if approved, would be paid on January 22, 2024, to shareholders whose names appear on the Register of Members of the Company on January 10, 2024.

With the consent of the shareholders, Resolution 2 as referred to in the Notice was taken as read.

There being no questions and with the consent of the shareholders, the following motion was proposed by the Chairman and seconded by a shareholder:

“That a final (one-tier tax exempt) dividend of S\$0.0045 per share for the year ended July 31, 2023, be declared payable on January 22, 2024, to shareholders whose names appear on the Register of Members of the Company on January 10, 2024.”

The Chairman proceeded to the next resolution.

8. Ordinary Resolution No. 3  
Directors' Fees

The Chairman moved to the next item on the agenda regarding the proposed payment of S\$272,712 as fees to the Directors of the Company for the year ended July 31, 2023.

With the consent of the shareholders, Resolution 3 as referred to in the Notice was taken as read.

There being no questions and with the consent of the shareholders, the following motion was proposed by the Chairman and seconded by a shareholder:

“That the payment of S\$272,712 as fees to the Directors of the Company for the year ended July 31, 2023, be approved.”

The Chairman proceeded to the next resolution.

9. Ordinary Resolution No. 4  
Re-election of Mr. Yeo Wico as a Director of the Company

As the next item concerned the re-election of the Chairman as a Director, he handed the proceedings over to a fellow Director, Mr. Ng Cher Yan.

Mr. Ng noted that in accordance with Article 115 of the Company's Constitution, Mr. Yeo Wico retired at this AGM and being eligible, had offered himself for re-election. The Nominating Committee (NC) (with Mr. Yeo Wico abstaining) had also recommended that Mr. Yeo Wico be re-elected at this AGM. If re-elected, Mr. Yeo Wico would remain as Chairman of the Board, the Chairman of each of the Nominating Committee and the Strategy Committee, and a member of each of the Audit and Risk Committee and the Remuneration Committee of the Company.

With the consent of the shareholders, Resolution 4 as referred to in the Notice was taken as read.

There being no questions and with the consent of the shareholders, the following motion was proposed by Mr. Ng and seconded by a shareholder:

“That Mr. Yeo Wico be re-elected as a Director of the Company.”

Mr. Ng handed the proceedings back to the Chairman. Then, the Chairman proceeded to the next resolution.

10. Ordinary Resolution No. 5  
Re-election of Mr. Ng Cher Yan as a Director of the Company

The Chairman informed that in accordance with Article 115 of the Company's Constitution, Mr. Ng Cher Yan retired at this AGM and being eligible, had offered himself for re-election. The NC (with Mr. Ng Cher Yan abstaining) had also recommended that Mr. Ng be re-elected at this AGM. If re-elected, Mr. Ng would remain as the Chairman of each of the Audit and Risk Committee and the Remuneration Committee and a member of the Nominating Committee of the Company.

With the consent of the shareholders, Resolution 5 as referred to in the Notice was taken as read.

There being no questions and with the consent of the shareholders, the following motion was proposed by the Chairman and seconded by a shareholder:

“That Mr. Ng Cher Yan be re-elected as a Director of the Company.”

The Chairman proceeded to the next resolution.

11. Ordinary Resolution No. 6  
Re-appointment of Auditor

The Chairman informed that the Auditors, Deloitte & Touche LLP have expressed its willingness to accept re-appointment as the Company’s auditors for the ensuing year and the Audit and Risk Committee had recommended that it be re-appointed at this Meeting.

With the consent of the shareholders, Resolution 6 as referred to in the Notice was taken as read.

There being no questions and with the consent of the shareholders, the following motion was proposed by the Chairman and seconded by a shareholder:

“That Deloitte & Touche LLP be re-appointed as auditors of the Company to hold office until the conclusion of the next annual general meeting of the Company and that the Directors be authorised to fix its remuneration.”

The Chairman proceeded to the next resolution.

Special Business

12. Ordinary Resolution No. 7  
Authority to allot and issue shares and convertible instruments

The Chairman moved on to the next item on the agenda. The Chairman informed that pursuant to Section 161 of the Companies Act 1967 and the listing rules of the SGX-ST, shareholders’ approval is required to authorise the Directors of the Company to issue new shares and/or make or grant instruments convertible into shares up to the limits specified, as set out in Resolution 7 of the Notice, and that such authority is refreshed annually at the AGM.

With the consent of the shareholders, Resolution 7 as referred to in the Notice was taken as read.

There being no questions and with the consent of the shareholders, the Chairman proposed the motion as set out in Resolution 7 of the Notice which was seconded by a shareholder.

The Chairman proceeded to the next resolution.

13. Ordinary Resolution No. 8  
Renewal of the Interested Person Transactions (“IPT”) Mandate

The Chairman informed that the Company is seeking the shareholders’ approval for the proposed renewal of the IPT mandate on the terms as set out in Resolution 8 of the Notice. Details of the IPT Mandate were set out in the Appendix to the Company’s Circular to shareholders dated November 6, 2023.

The Chairman informed that in accordance with the requirements of Chapter 9 of the Listing Manual, Venner Capital S.A. (“**Venner**”), its subsidiaries and associates, being interested persons in relation to the Renewal of the IPT Mandate; and Mrs. Jane Gaines-Cooper, being President, Group Chairman and a director of Venner, would abstain from voting on Resolution 8 in accordance with the Circular.

With the consent of the shareholders, Resolution 8 as referred to in the Notice was taken as read.

There being no questions and with the consent of the shareholders, the Chairman proposed the motion as set out in Resolution 8 of the Notice which was seconded by a shareholder.

The Chairman proceeded to the next resolution.

14. Ordinary Resolution No. 9  
Renewal of the Share Purchase Mandate

The Chairman informed that the Company is seeking the shareholders' approval for the proposed renewal of the Share Purchase Mandate on the terms as set out in Resolution 9 of the Notice. Details of the Share Purchase Mandate were set out in the Circular to the shareholders dated November 6, 2023.

With the consent of the shareholders, Resolution 9 as referred to in the Notice was taken as read.

There being no questions and with the consent of the shareholders, the Chairman proposed the motion as set out in Resolution 9 of the Notice which was seconded by a shareholder.

The Chairman proceeded to the next resolution.

15. Ordinary Resolution No. 10  
Authority to grant options, and allot and issue shares, pursuant to the Vicplas International Share Option Plan 2021

The Chairman informed that the Company is seeking the shareholders' approval to authorise the Directors to grant options, and to allot and issue ordinary shares of the Company pursuant to the exercise of options under the Vicplas International Share Option Plan 2021, on the terms as set out in Resolution 10 of the Notice.

In compliance with Listing Rule 859 of the SGX-ST, the Chairman reminded shareholders who are eligible to participate in the Vicplas International Share Option Plan 2021 to abstain from voting on Resolution 10.

With the consent of the shareholders, Resolution 10 as referred to in the Notice was taken as read.

There being no questions and with the consent of the shareholders, the Chairman proposed the motion as set out in Resolution 10 of the Notice which was seconded by a shareholder.

The Chairman proceeded to the next resolution.

16. Ordinary Resolution No. 11  
Authority to issue new shares pursuant to the Vicplas International Ltd Scrip Dividend Scheme

The Chairman informed that the Company is seeking the shareholders' approval to authorise the Directors to allot and issue ordinary shares of the Company pursuant to the Vicplas International Ltd Scrip Dividend Scheme in accordance with Resolution 11 of the Notice.

With the consent of the shareholders, Resolution 11 as referred to in the Notice was taken as read.

There being no questions and with the consent of the shareholders, the Chairman proposed the motion as set out in Resolution 11 of the Notice which was seconded by a shareholder.

17. Poll Results:

After the poll voting slips were collected by the polling agent, the Chairman invited the shareholders to have some refreshments.

The AGM was recessed at 5.06 p.m. to allow the Scrutineers to count the votes. At 5.19 p.m., the meeting resumed, and the Chairman announced the results of the poll:

Resolution number and details	Total number of shares represented by votes for and against the relevant resolution	For		Against	
		Number of shares	As a percentage of total number of votes for and against the resolution (%)	Number of shares	As a percentage of total number of votes for and against the resolution (%)
<b>Ordinary Business</b>					
<b>Ordinary Resolution 1</b> To receive and adopt the Directors' Statement and the Audited Financial Statements of the Company for the year ended July 31, 2023 and the Auditor's Report thereon.	353,005,227	353,004,227	100.00	1,000	0.00
<b>Ordinary Resolution 2</b> To declare a final (one-tier tax exempt) dividend of S\$0.0045 per share for the year ended July 31, 2023.	353,005,227	353,004,227	100.00	1,000	0.00
<b>Ordinary Resolution 3</b> To approve the Directors' fees of S\$272,712.00 for the year ended July 31, 2023.	352,998,690	352,997,690	100.00	1,000	0.00



<b>Ordinary Resolution 4</b> To re-elect Mr. Yeo Wico as a Director pursuant to Article 115 of the Company's Constitution.	341,726,952	341,725,952	100.00	1,000	0.00
<b>Ordinary Resolution 5</b> To re-elect Mr. Ng Cher Yan as a Director pursuant to Article 115 of the Company's Constitution.	349,781,300	349,780,300	100.00	1,000	0.00
<b>Ordinary Resolution 6</b> To re-appoint Deloitte & Touche LLP as Auditor and to authorise the Directors to fix its remuneration.	353,005,227	353,004,227	100.00	1,000	0.00
<b>Special Business</b>					
<b>Ordinary Resolution 7</b> To authorise the Directors to issue additional shares and convertible instruments.	353,000,427	352,789,927	99.94	210,500	0.06
<b>Ordinary Resolution 8</b> To approve the renewal of the Interested Person Transactions Mandate.	48,298,586	48,297,586	100.00	1,000	0.00
<b>Ordinary Resolution 9</b> To approve the renewal of the Share Purchase Mandate.	353,005,227	353,004,227	100.00	1,000	0.00

<p><b>Ordinary Resolution 10</b>                  To authorise the grant of options, and the allotment and issuance of shares, pursuant to the Vicplas International Share Option Plan 2021.</p>	298,087,902	297,952,402	99.95	135,500	0.05
<p><b>Ordinary Resolution 11</b>                  To authorise the issuance of shares pursuant to the Vicplas International Ltd Scrip Dividend Scheme.</p>	353,005,227	352,979,227	99.99	26,000	0.01

Based on the poll voting results, the Chairman declared that all the Resolutions tabled at the Meeting were carried.

18. Conclusion

There being no other business, the Chairman declared this AGM closed at 5.25 p.m. and thanked all for attending the AGM.

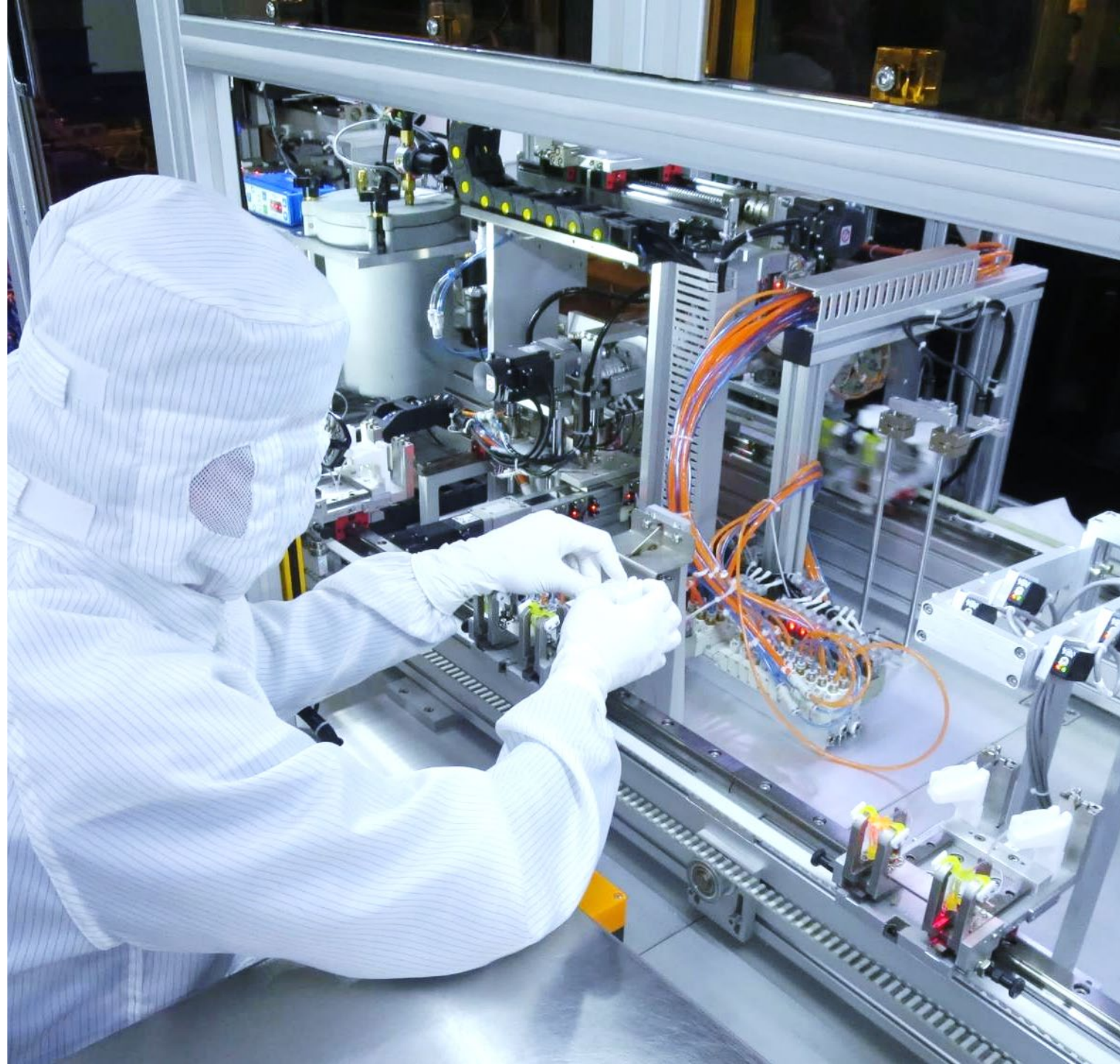
**CONFIRMED AS A RECORD OF THE PROCEEDINGS OF THE MEETING**

**YEO WICO  
 CHAIRMAN**



# VICPLAS INTERNATIONAL LTD

**Welcome to the 2023  
Annual General Meeting**



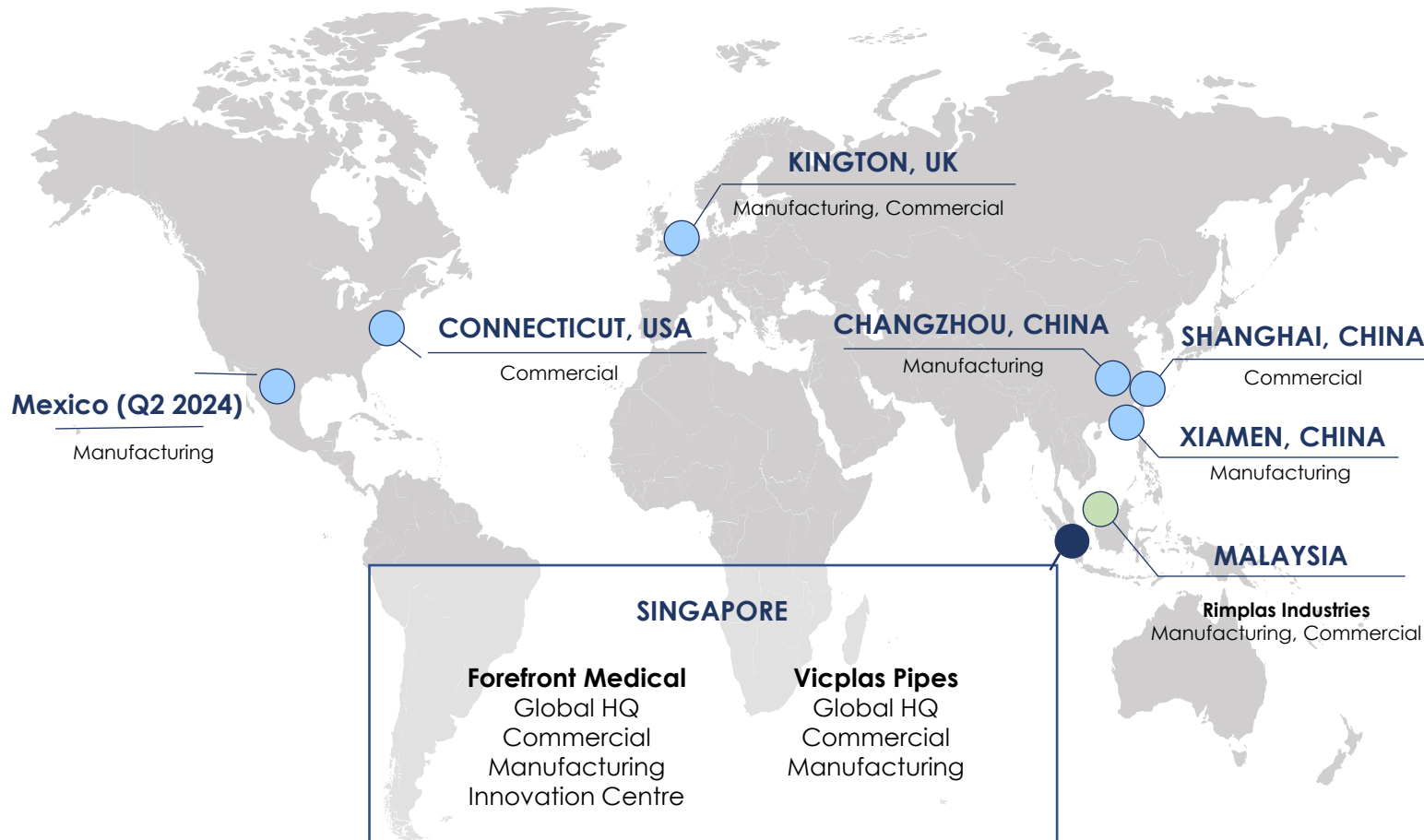
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# Company Overview

VICPLAS INTERNATIONAL LTD



# Company Presence



## Business Segments

### Medical devices segment

**Forefront Medical** designs, develops and manufactures sterile and non-sterile medical devices

### Pipes & pipe fittings segment

**Vicplas Holdings ("Vicplas Pipes")** manufactures and distributes piping systems for diverse industries

Total employees : 950 + worldwide

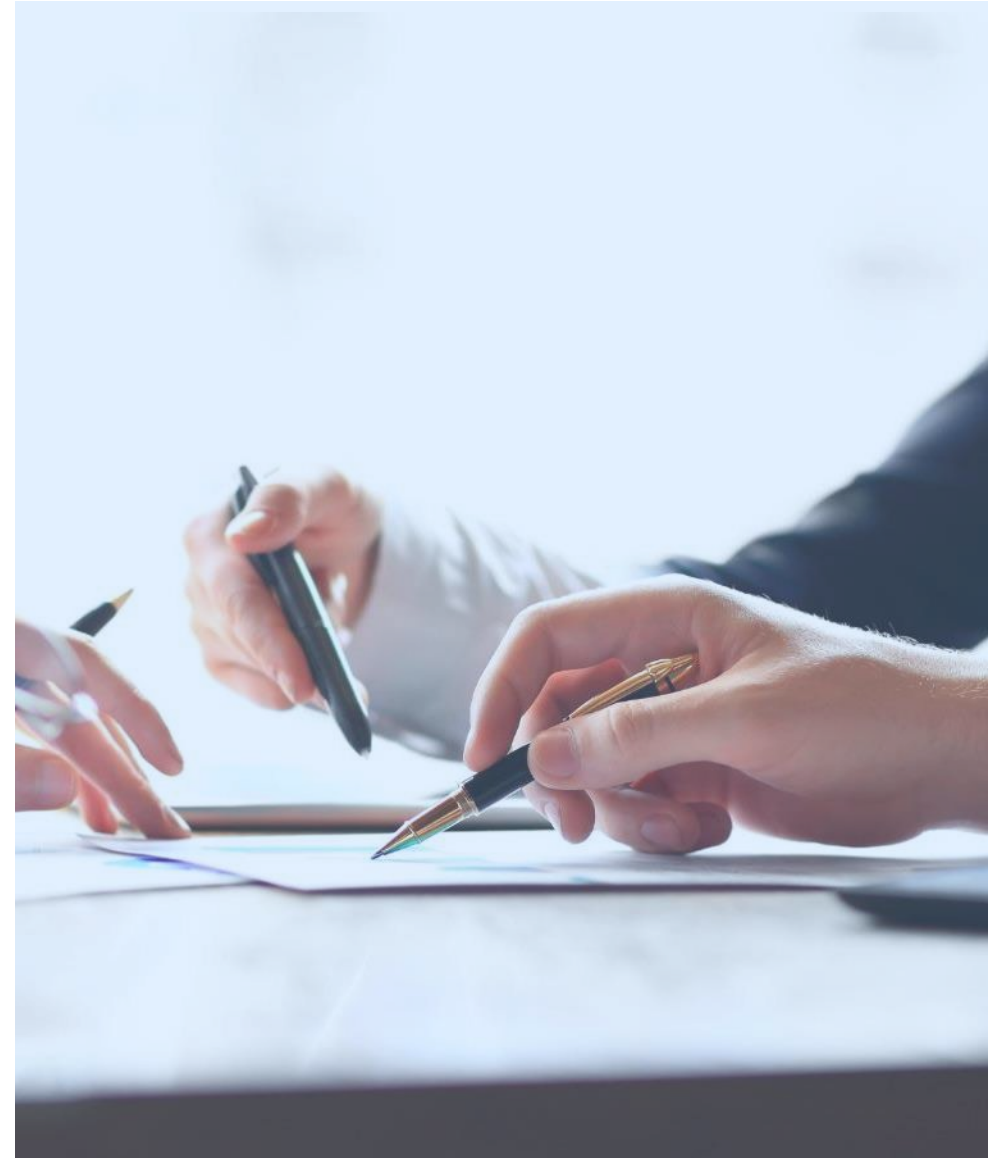
## Accreditations

The subsidiaries in the pipes and pipe fittings segment have ISO9001:2015 quality certifications. Vicplas Holdings Pte Ltd additionally is ISO50001:2018, ISO14001:2015 and ISO45001:2018 certified. The subsidiaries in the medical devices segment have EN ISO13485:2016 quality certifications and with the exception of XentiQ (Pte.) Ltd., are registered under the United States Food and Drug Administration (FDA) as a "contract manufacturer for medical devices" and Accreditation certificate of foreign medical device manufacturer from Japan Ministry of Health, Labour and Welfare. Forefront Medical Investments Pte. Ltd. additionally has a Class A, B, C, D Medical Device manufacturer license registered under Health Science Authority (HAS) Singapore and is ISO14001:2015, ISO45001:2018 and ISO50001:2018 certified. Forefront Medical Technology (Jiangsu) Co., Ltd additionally has a Class II Medical Device Manufacturing License in China.

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# Financial Information

VICPLAS INTERNATIONAL LTD



# Financial Overview

- FY2023 Group revenue dipped 1.2% and net profit after tax fell by 52.1% compared to FY2022, while Adjusted EBITDA fell by 19.9% to S\$14.7M compared to FY2022.
- Net profit margin decreased by 3.5 percentage points to 3.3%
- Medical devices segment had a slight revenue fall of 2.2% due to some customers reducing orders as inventory rebalancing continues post pandemic
- Pipes and pipe fitting segment's revenue grew by 1.2% in FY2023 and segmental results rose 59.9% as compared to FY2022 as construction activities in Singapore improved

## Group

S\$'000	FY2023	FY2022	% Change
<b>Revenue</b>	<b>129,216</b>	130,808	-1.2
<b>Net Profit before Tax</b>	<b>5,609</b>	11,006	-49.0
<b>Net Profit after Tax</b>	<b>4,238</b>	8,839	-52.1
<b>Net Profit Margin</b>	<b>3.3%</b>	6.8%	-3.5 pts
<b>Adjusted EBITDA<sup>1</sup></b>	<b>14,662</b>	18,299	-19.9

## Segment

S\$'000		FY2023	FY2022	% Change
<b>Medical Devices</b>	<b>Revenue</b>	<b>90,558</b>	92,601	-2.2
	<b>Segmental Result<sup>2</sup></b>	<b>3,401</b>	10,229	-66.8
<b>Pipes &amp; Pipe Fittings</b>	<b>Revenue</b>	<b>38,658</b>	38,207	1.2
	<b>Segmental Result<sup>2</sup></b>	<b>7,199</b>	4,503	59.9

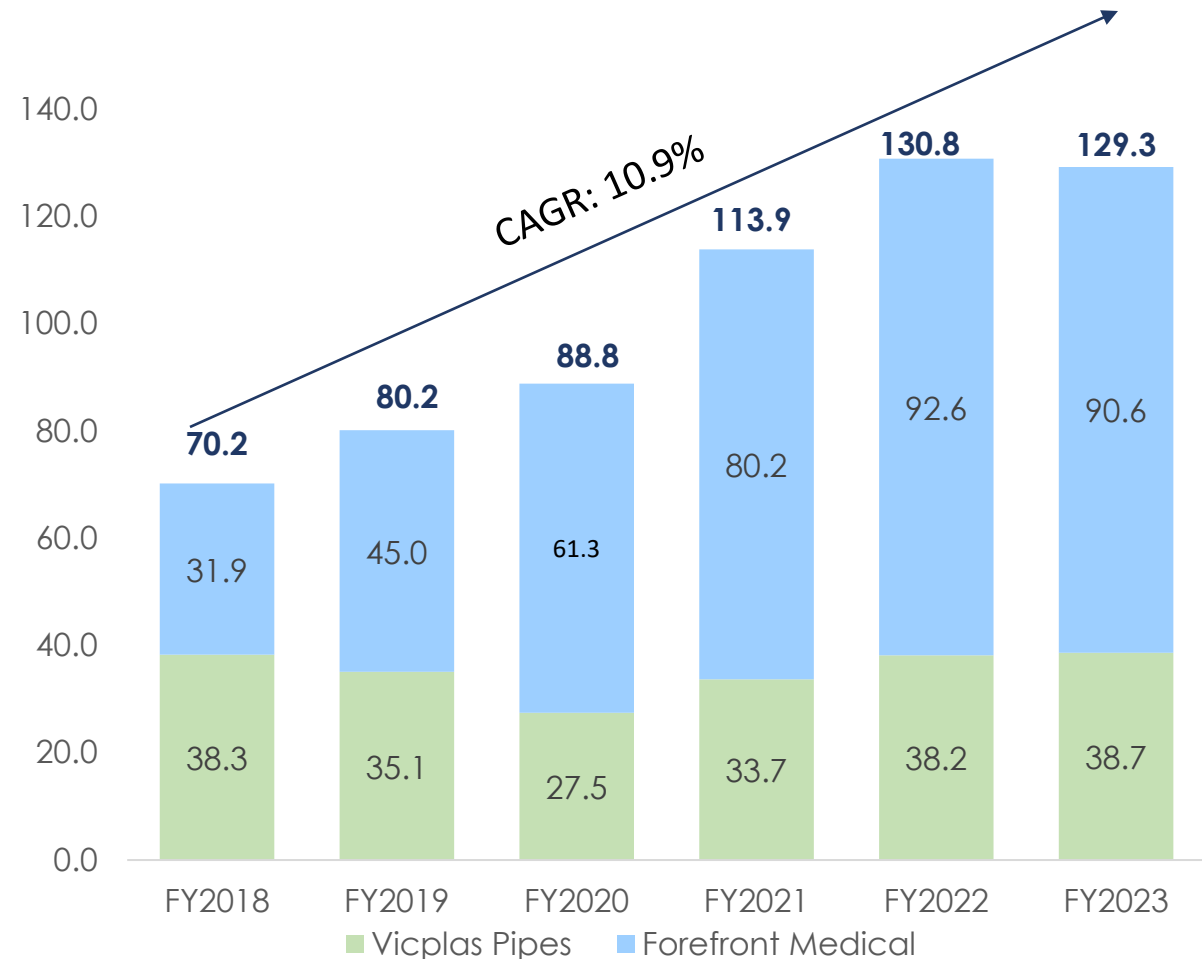
<sup>1</sup> Adjusted EBITDA refers to earnings before interest, tax, depreciation and amortisation; and excludes unrealised foreign exchange by adding back unrealised foreign exchange loss and deducting unrealised foreign exchange gain.

<sup>2</sup> The segmental result of the medical devices segment and pipes and pipe fittings segment are before corporate, interest and tax expenses as set out in Note 4 of the Condensed Interim Financial Statements.

# Revenue

- Over the past six financial years, the Group achieved revenue growth with a CAGR of 10.9%
- Forefront Medical's contribution to overall revenue is approximately 70% as the Group transforms into a medical device-focused group
- Vicplas Pipes, an industry leader in the supply of pipes and pipe fittings, saw an improved performance as the construction activities in Singapore improved
- Manufacturing presence in Singapore and wide range of quality products certified with 4 Green Marks from the Singapore Green Building Council allows it to better support customers as the domestic construction industry continues its growth momentum
- Vicplas Pipes will help support the Group's performance as Forefront Medical further develops its capabilities and grows its market share in the growing MedTech contract development and manufacturing industry

S\$ million



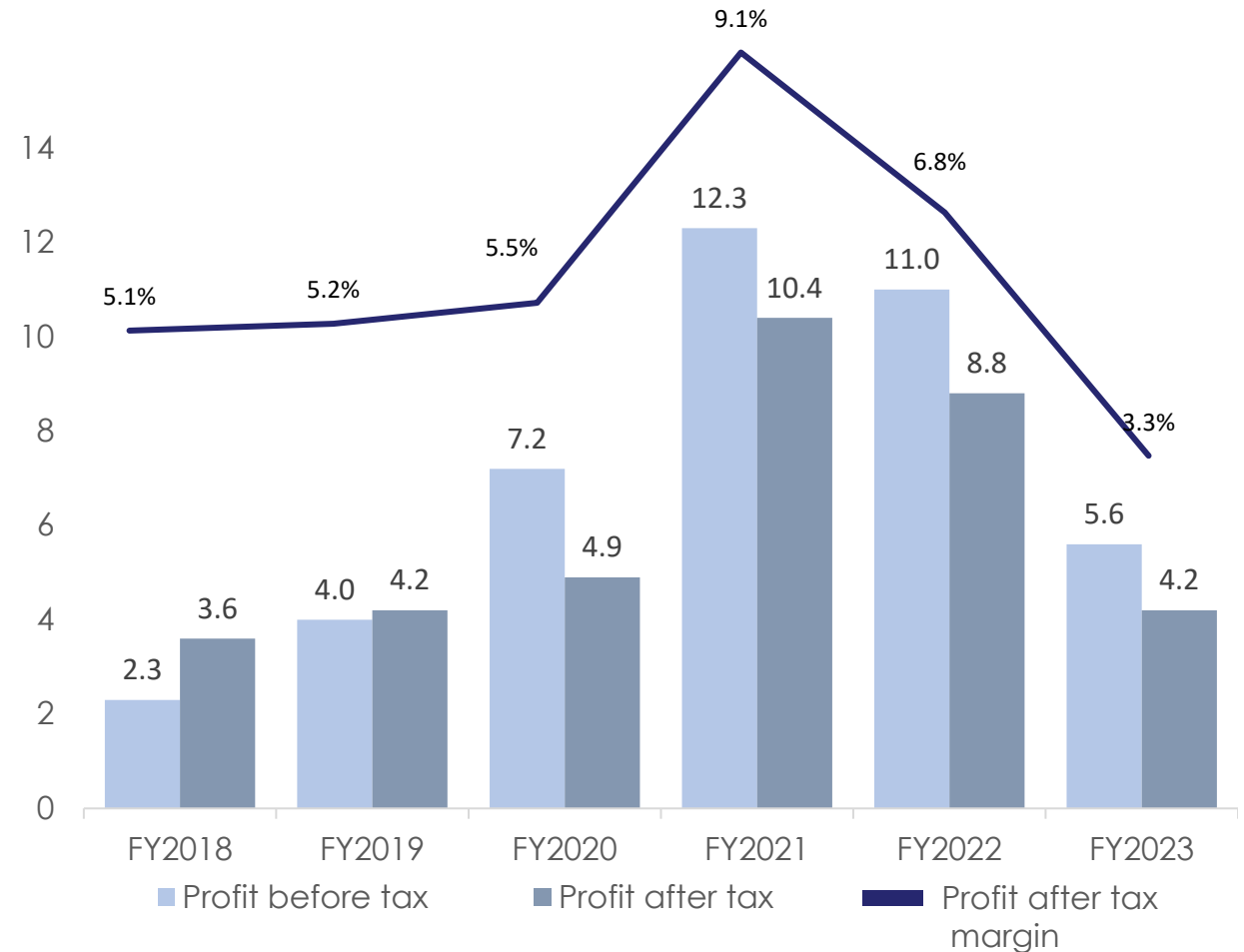


# Profit

FY2023 profit performance compared to FY2022 was impacted by:

- 24.7% decrease in other income mainly due to the decrease in income from tooling, mould and maintenance services as compared to FY2022
- 1.2% decrease in raw material and consumables used due to the decrease in production activities
- 3.0% decrease in employee salary and benefits expense due to decreased headcount and overtime, especially in the medical devices segment
- 16.5% increase in other operating expenses mainly due to costs incurred in the first full year of operations at the new Changzhou plant extension, costs related to the establishment of the planned new plant in Mexico, higher marketing and travelling costs as the Group sourced for new business opportunities as markets reopened post pandemic, and higher foreign exchange loss
- 35.0% increase in finance costs due to the higher interest rate environment

S\$ million



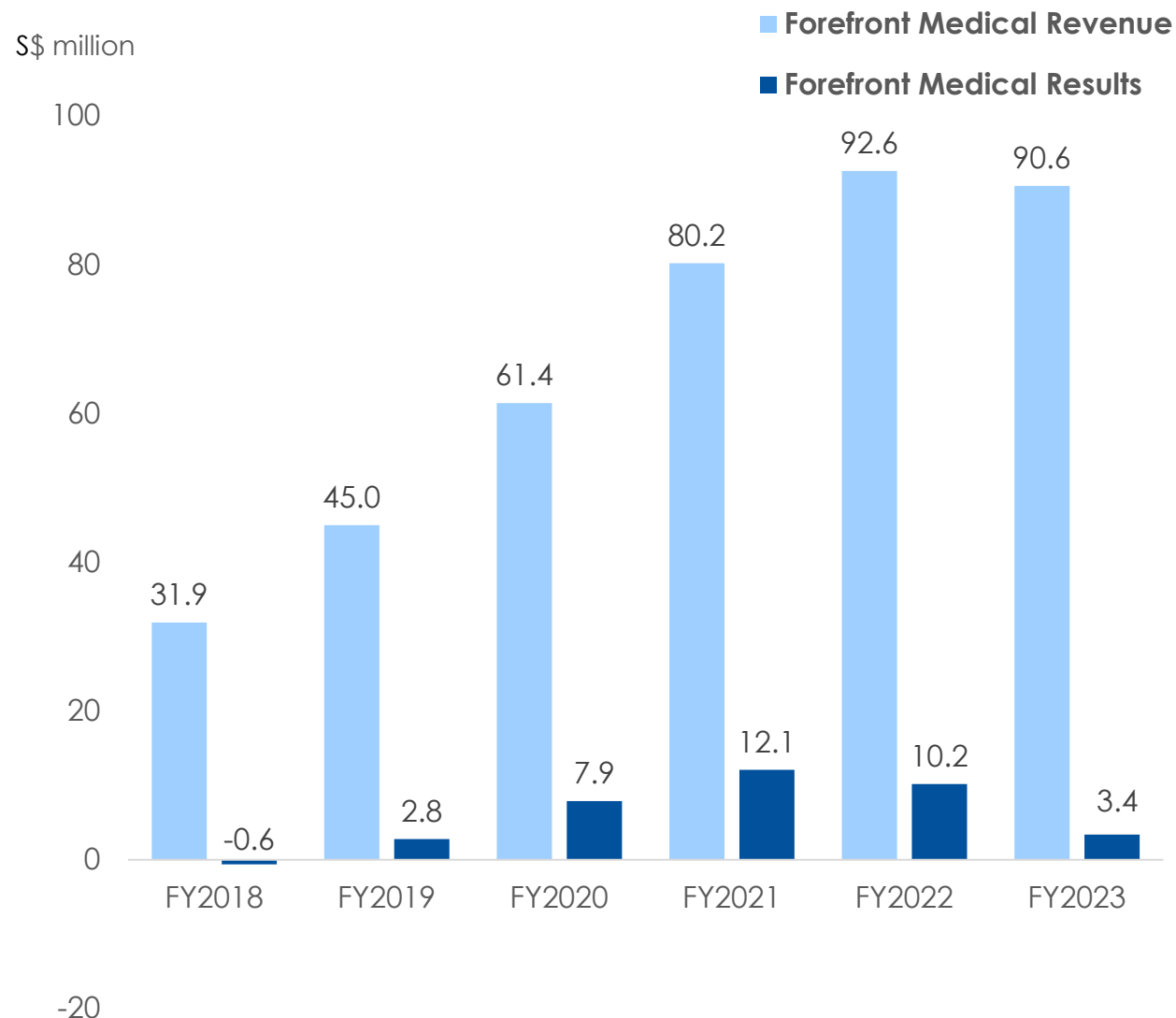
# NAV Per Share

- The Group's net asset value (NAV) per share has steadily increased year-on-year since FY2018, including during the pandemic, at a CAGR of 5.7%
- This highlights the Group's strong and resilient fundamentals, as our growing medical device segment gains traction while our pipes and pipe fittings segment provides a stable base



# Segmental Result – Forefront Medical

- In FY2023, Forefront Medical's revenue fell by 2.2% to S\$90.2m as certain customers adjusted their inventory levels post pandemic, and the softer ordering situation is expected to continue until this rightsizing exercise has been completed
- The segment also incurred higher operating costs mainly due to the effects of rising supply chain costs and other disruptions caused by the pandemic
- Lastly, an increase in investments in technical resources, the new Changzhou plant extension, unrealised foreign exchange loss, plus higher sales and marketing activities, also affected the segmental results

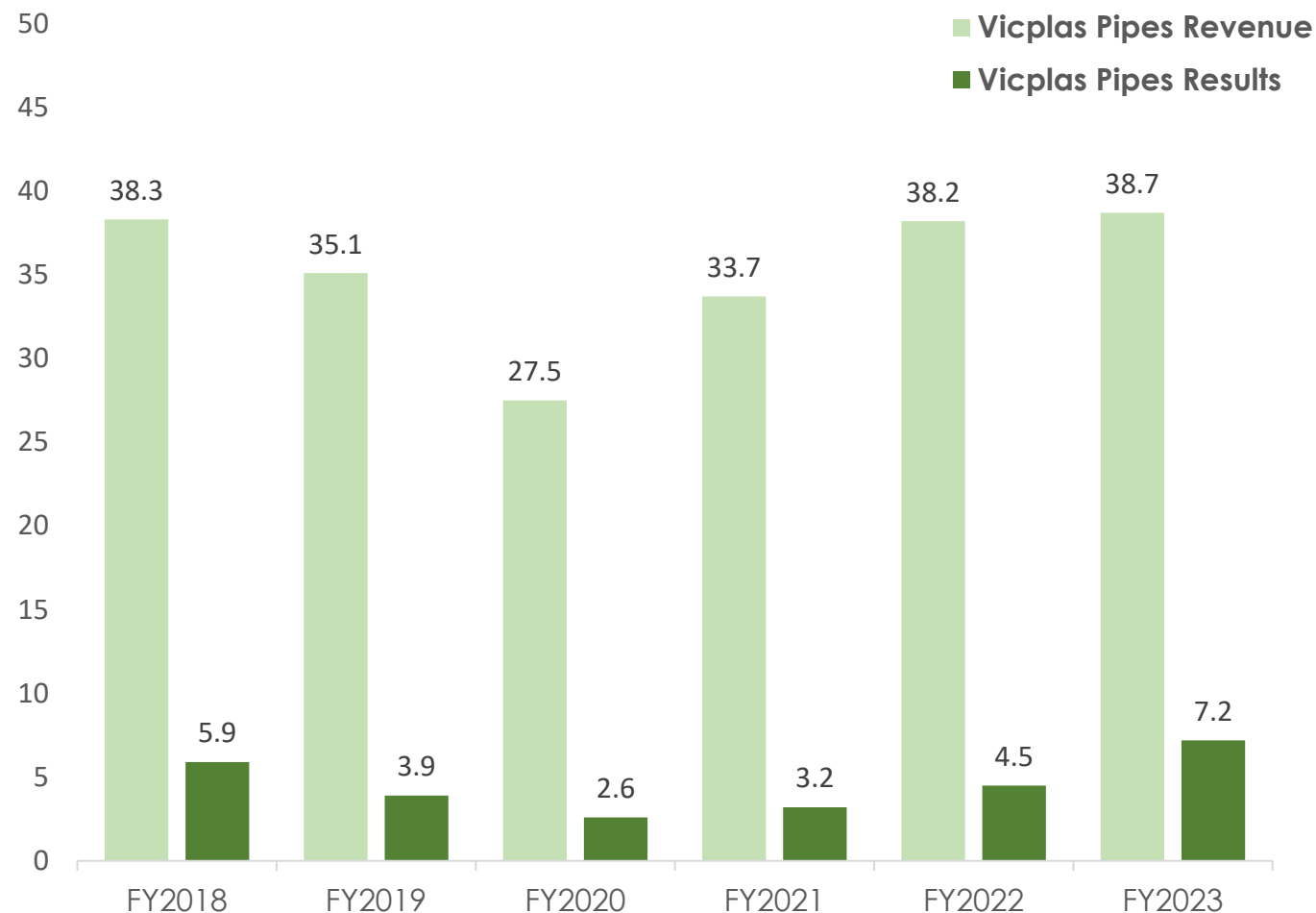


\*The segmental result of the medical devices segment and pipes and pipe fittings segment are before corporate, interest and tax expenses as set out in Note 4 of the Condensed Interim Financial Statements.

# Segmental Result - Vicplas Pipes

S\$ million

- Vicplas Pipes' FY2023 revenue increased to S\$38.7m as Singapore's construction industry improved
- Segmental results saw a 59.9% increase to S\$7.2m due to a combination of lower material costs, extensive cost containment and efficiency improvement measures in the manufacturing plants



\*The segmental result of the medical devices segment and pipes and pipe fittings segment are before corporate, interest and tax expenses as set out in Note 4 of the Condensed Interim Financial Statements.

# Forefront Medical Devices

Presented by

**Walter Tarca**

Group CEO





# POSITIONED FOR LONG TERM GROWTH



# Our Vision

To be a leading global medical device manufacturing partner with solutions that are preferred by product owners

- 100% focused on manufacturing quality devices for the medical device industry
- Global customer base in five continents
- More than 800 employees
- Committed to providing our customers and their patients with innovative and cost-effective medical devices to enable continuous improvements in healthcare



# About Us

Forefront Medical is a medical device specialist in the contract development and manufacturing industry(CDMO), offering industrial and product designs with strong specialisation in the electro-mechanical , injection and blow molding and extrusion fields together with an extended range of services and support to add value to our customers throughout the world and their patients.





# Global Presence



Singapore – Corporate HQ



Changzhou, China



Xiamen, China



Plant Extension in Changzhou, China



Juarez, Mexico

## Manufacturing Sites

- Singapore – Corporate HQ (7,410m<sup>2</sup>)
- Xiamen, China (7,000m<sup>2</sup>)
- Changzhou, China (7,024m<sup>2</sup> + 7,000m<sup>2</sup> extension)
- Kington, UK (2,600m<sup>2</sup>)
- Juarez, Mexico (7000M2) from 3<sup>rd</sup> Calander Qtr 2024)

## Commercial Offices

- Singapore
- Shanghai, China
- Connecticut, USA
- Kington, UK

# Extensive In-House Capabilities: From Concept to Manufacturing



PediGuard for Spinal Surgery



Feeding PVC Tube with Tungsten



Laryngeal Mask with LSR Cuff



Reinforced Extruded Silicone Tube

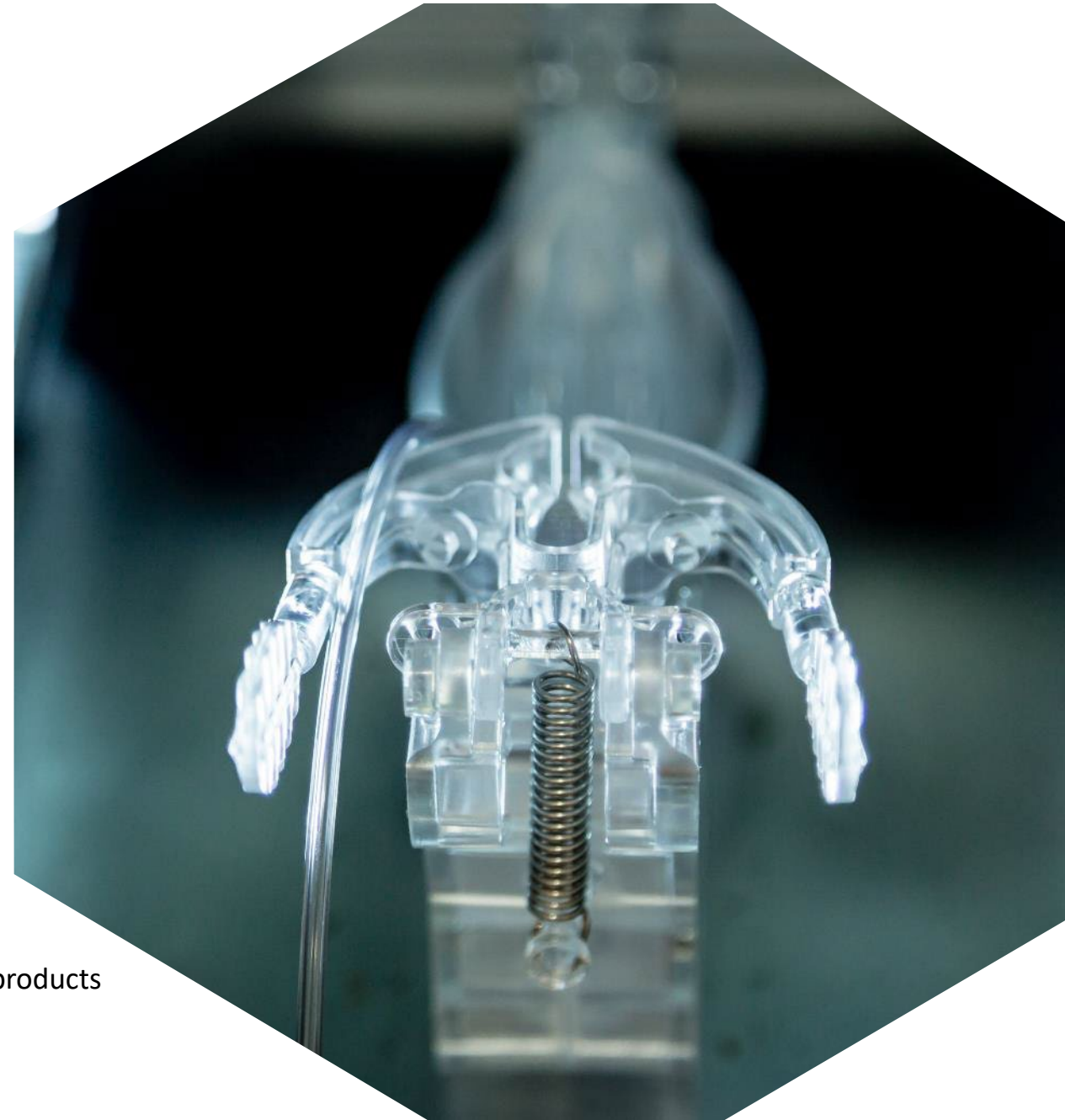
Design & Development	<ul style="list-style-type: none"> <li>Product Concept &amp; Realisation</li> <li>Electronics, Software, Metal Parts</li> </ul>	
Rapid Prototyping		
Plastic & LSR Tooling	<ul style="list-style-type: none"> <li>In-house Toolroom &amp; Design Team</li> <li>Insert Mould</li> </ul>	<ul style="list-style-type: none"> <li>Micro Mould</li> <li>2K Mould</li> <li>Stack Mould</li> </ul>
Moulding Capabilities	<ul style="list-style-type: none"> <li>Wide Range of Materials</li> <li>Injection</li> <li>Extrusion</li> </ul>	<ul style="list-style-type: none"> <li>Injection Blow</li> <li>Extrusion Blow</li> </ul>
Production	<ul style="list-style-type: none"> <li>Cleanroom Facility</li> <li>Pilot/Trial Run</li> </ul>	<ul style="list-style-type: none"> <li>Low Mix High Volume</li> <li>High Mix Low Volume</li> </ul>
Quality	<ul style="list-style-type: none"> <li>ISO 13485</li> <li>FDA 510K</li> </ul>	<ul style="list-style-type: none"> <li>CE Mark</li> <li>IQ/OQ/PQ</li> </ul>
Assembly	<ul style="list-style-type: none"> <li>Manual Assembly</li> <li>High Speed Automation</li> </ul>	
Secondary Processes	<ul style="list-style-type: none"> <li>Hydrophilic Coating</li> <li>RF Tipping &amp; Forming</li> </ul>	<ul style="list-style-type: none"> <li>Pad Printing</li> <li>Bonding &amp; Welding</li> </ul>
Packing	<ul style="list-style-type: none"> <li>Rigid Blister</li> <li>Soft Blister</li> </ul>	<ul style="list-style-type: none"> <li>Tyvek Pouch</li> <li>Pallet Optimisation</li> </ul>
Sterillization	<ul style="list-style-type: none"> <li>EtO</li> <li>Gamma</li> </ul>	<ul style="list-style-type: none"> <li>Autoclave</li> <li>E-Beam</li> </ul>

# Our Medical Device Portfolio

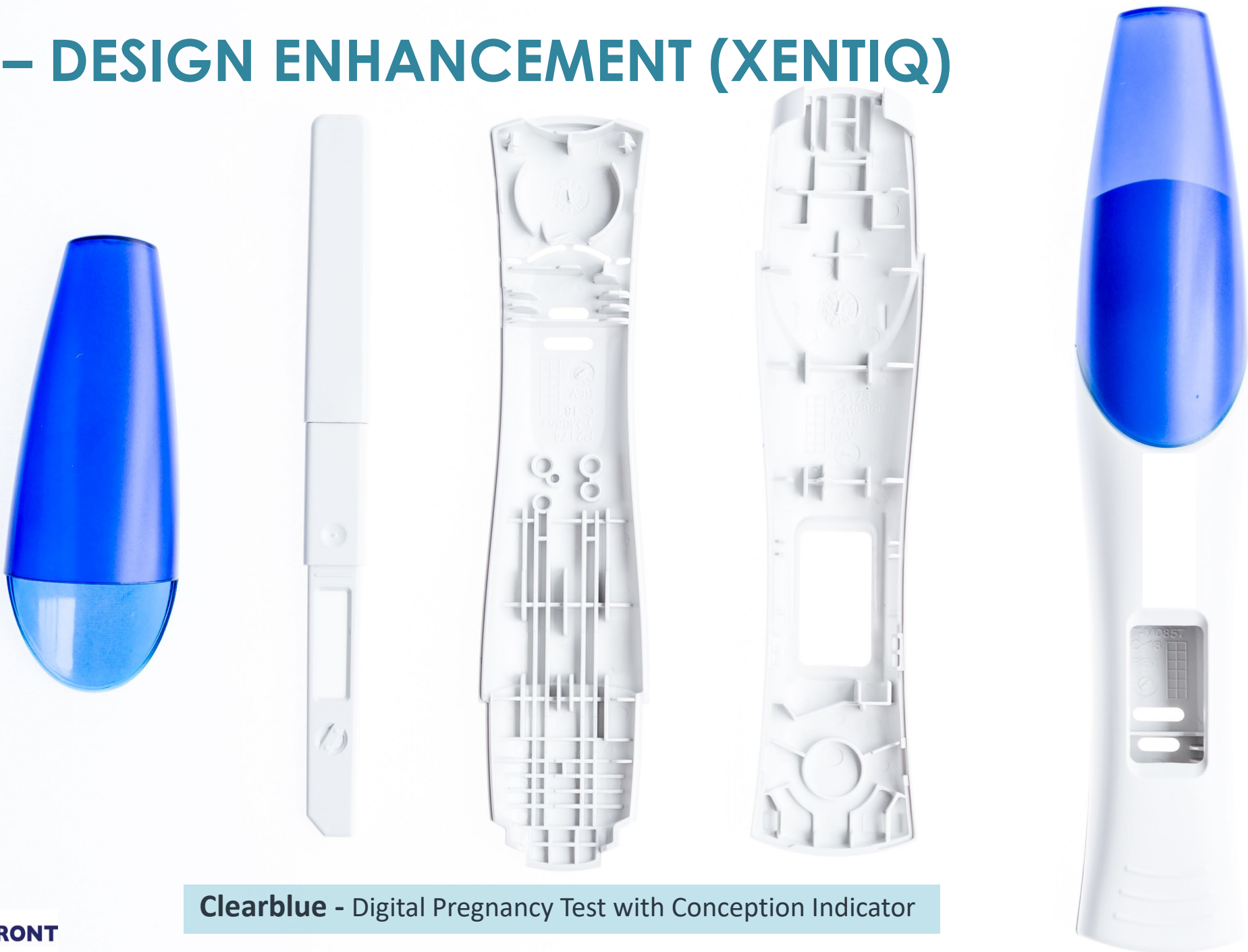
- Vascular
- Pharmaceutical Bottles
- Surgical Devices
- Respiratory
- Orthodontics
- Patient monitoring devices
- Airway Management
- Cell & Gene Therapy
- Endoscopy
- Drug Delivery systems
- Diagnostics
- Enteral feeding

## Bringing Medical Innovations to Life

Over 92% of our products are for one time only use and are fully completed products



# R&D – DESIGN ENHANCEMENT (XENTIQ)



**Clearblue** - Digital Pregnancy Test with Conception Indicator

# ENGINEERING & DESIGN (XENTIQ)



**Product Concepts**

Product Commercialization Strategy

Feasibility Studies

Conceptual Design  
Detail Design



**Product Realization**

Engineering, Mechanical, Electronics, Software

Regulatory Approvals

Design for Manufacturing



**Experimental Prototypes**

Proof of concept

Prototyping for Animal Models, Cadaver and Animal Studies

Usability (Physical)



**Product Segments**

Passive Consumables

Active Devices

Surgical tools, diagnostic, physical therapy



**Industry Collaborations**

Clinicians

Researchers

Institutes of higher learning



**Histoindex Genesis – Imaging System**



**Pedi Guard for Spine Guard- Safer Spine Surgery**

# INJECTION MOLDED MEDICAL COMPONENTS



- **Micro-Molding**
- **Insert Molding**  
(plastics & metals)
- **Co-Injection**
- **Multi-Shot Molding**
- **Unscrew Molding**
- **Tooling Capabilities**  
Stack Mold  
Spin-Stack Mold  
In-Mold Assembly

# EXTRUSION MEDICAL TUBINGS

- **Single / Multi-lumen tubes**
- **Braided tubes**
- **Co Extrusion**
- **Multi Color/Layer Extrusion**
- **Small bore tubes**  
(catheters)
- **Spiral / Corrugated Tubes**
- **Specialty Tubes** (Radio Opaque Additives added tube)



## Material

- **PVC**
- **Nylon / Pebex**
- **FEP / PTFE**
- **Silicone**

# BLOW MOLDING OF MEDICAL BOTTLES

Nasal Spray Bottle

Product Development | Injection | Extrusion | Blow Molding | Assembly | Packaging | Sterilization





# FULL DEVICE – HIGH PRESSURE INFLATION DEVICE

Injection | Assembly | Packaging | Sterilization

## Secondary Processes Involved

- **Assembly**
- **Pad Printing**
- **Adhesive/Solvent Bonding**
- **UV Curing**
- **Tray sealing & Packaging**





## FULL DEVICE - INFUSION SET

Injection | Extrusion | Assembly | Packaging | Sterilization

# FULL DEVICE - LARYNGEAL MASK

Injection | Extrusion | Blow | Assembly | Packaging | Sterilization

## Laryngeal Mask

a medical device that keeps a patient's airway open during anaesthesia or unconsciousness



### Secondary Processes

- **Assembly**
- **Shape Forming**
- **Pad Printing**
- **Adhesive/Solvent Bonding**
- **UV Curing**
- **Form, Fill & Seal**

# FULL DEVICE - JEJUNAL & NASO GASTRIC FEEDING TUBE

## Secondary Processes

- **Assembly**
- **Hydrophilic Coating**
- **Adhesive/Solvent Bonding**
- **UV Curing**
- **Tyvek Pouch Packaging**

Injection | Extrusion | Blow | Assembly | Packaging | Sterilization

**Jejunal Gastric Decompression Tube**  
*Designed for easy insertion through Bard Percutaneous Endoscopic Gastrostomy (PEG) Tube*



# TEXTILE MANUFACTURING



# FOREFRONT IN THE AI + ORTHODONTICS SPACE !



## FULL DEVICE – SCANBOX

Injection | Assembly | Packaging



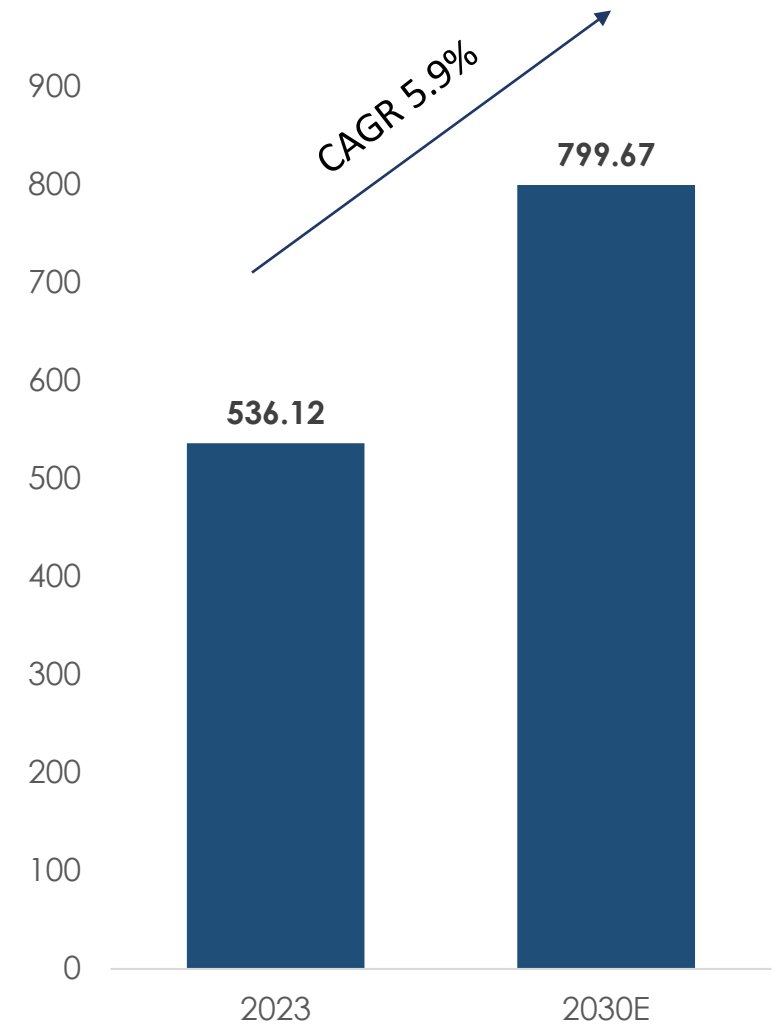
# Opportunities in Medtech Industry

The global medical devices market is projected to grow from \$536.12 billion in 2023 to \$799.67 billion by 2030 at a CAGR of 5.9% during the forecast period.\*

## Key drivers:

- Growing prevalence of chronic diseases and increasing emphasis of healthcare agencies toward early diagnosis and treatment
- Rise in number of inpatient admissions and increasing number of surgical and diagnostic procedures
- Rising investments from leading healthcare market players and medtech companies for R&D and favourable scenarios provided by regulatory authorities

Global Medical Devices Market Size  
(in USD Billions)



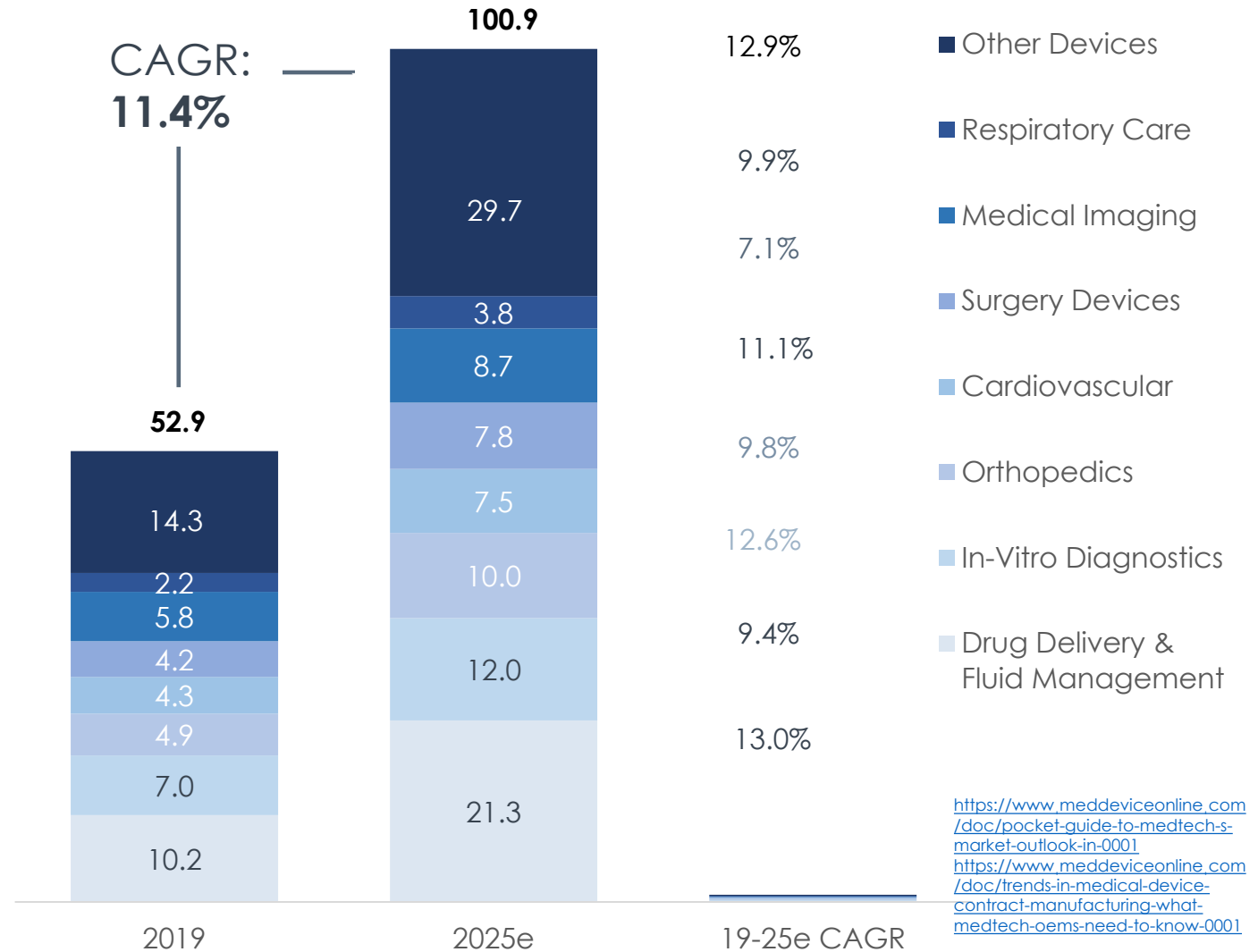
# Contract Development & Manufacturing Market is Growing

The MedTech contract development and manufacturing organisation (CDMO) market is expected to grow by an average of 11.4% year-on-year through 2025.

## Key drivers:

- Ageing population
- Increased demand for improved healthcare in developing markets
- Continued willingness by product owners to outsource manufacturing to trusted partners that can fully support product and process innovation in the right geographical locations

MedTech CDMO Market by Application: 2019-2025e (US\$B)



<https://www.meddeviceonline.com/doc/pocket-guide-to-medtech-market-outlook-in-0001>  
<https://www.meddeviceonline.com/doc/trends-in-medical-device-contract-manufacturing-what-medtech-oems-need-to-know-0001>

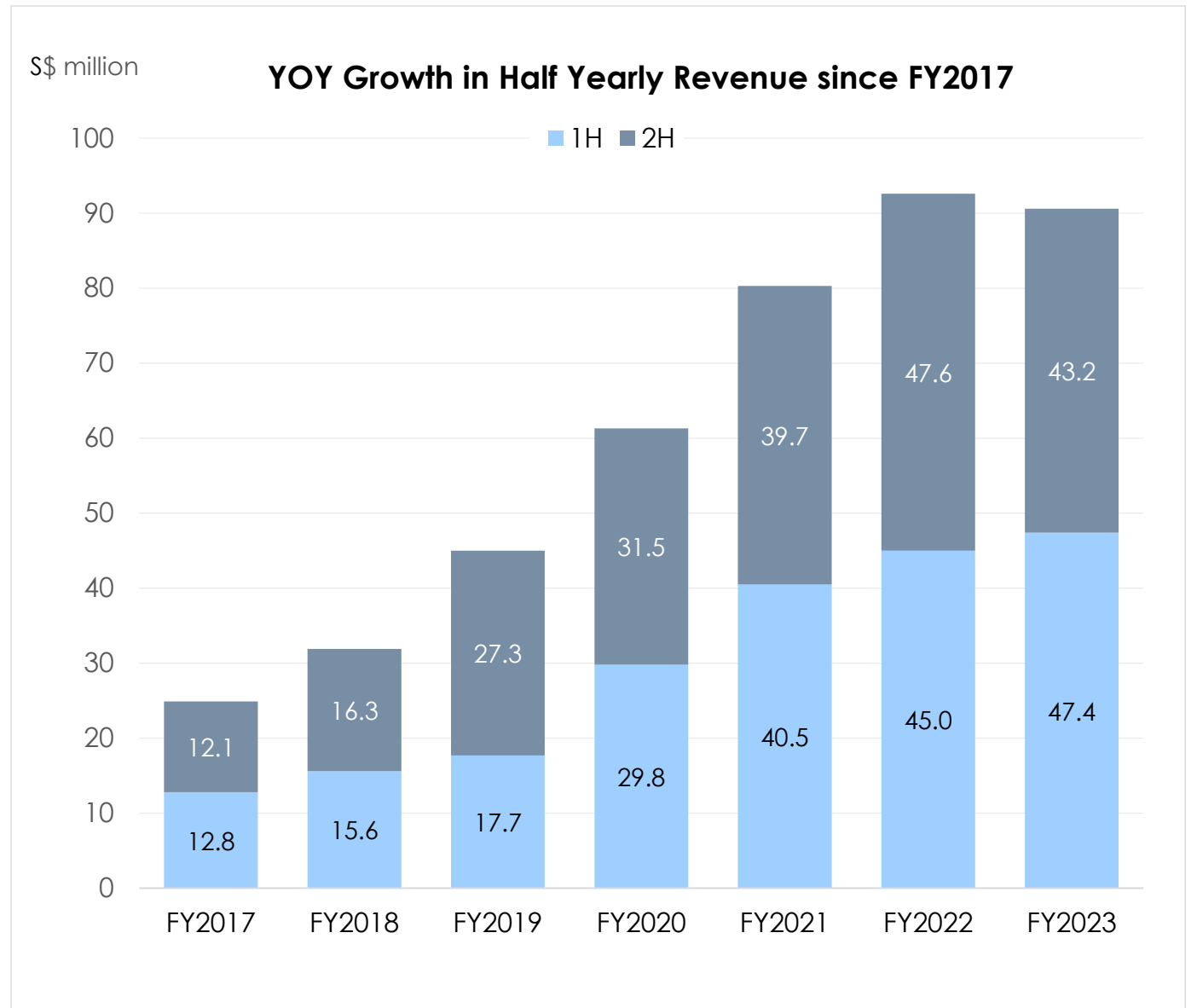




# FY2023 HIGHLIGHTS

- FY2023 results were negatively impacted by softening demand in the medical devices segment as some customers clear excess stock built up during the uncertainty of the pandemic. There is a temporary reduction in new orders, as inventory levels are rebalanced.
- There were also increased operating expenses such as the new Changzhou plant extension costs, costs related to the establishment of the planned new plant in Mexico as well as higher marketing and travelling costs to source for new business opportunities as markets reopened post pandemic
- Development of an additional near shore USA manufacturing site in Mexico is proceeding as planned, which when complete will improve the segment's ability to collaborate and offer additional services to its global customer base
- Segment continues to prioritise building of new capabilities and efficiency improvements
- Continued to commercialise customer projects including specific market projects for China

# SUSTAINABLE LONG TERM SALES GROWTH



# Achieving Our Vision: Strategic Intent

To improve profitability by delivering great solutions for our customers and building sustainable value for all our stakeholders



# Strategic Priorities



## Accelerate Capital Investments

- Broaden global footprint to satisfy demand and improve flexibility of supply chains for new and existing customers
  - Changzhou extension completed & utilisation improving
  - Juarez, Mexico plant planning progressing well



## Drive Capability Improvements & Innovation

- Prioritise efficiency improvements and cost reductions at all manufacturing locations
- Build expanded capabilities in medical extrusions, cell and gene therapy and electro-mechanical devices to strengthen new revenue streams
- Continued investment in collaborative projects with MedTech product owners to expand our capabilities and drive growth

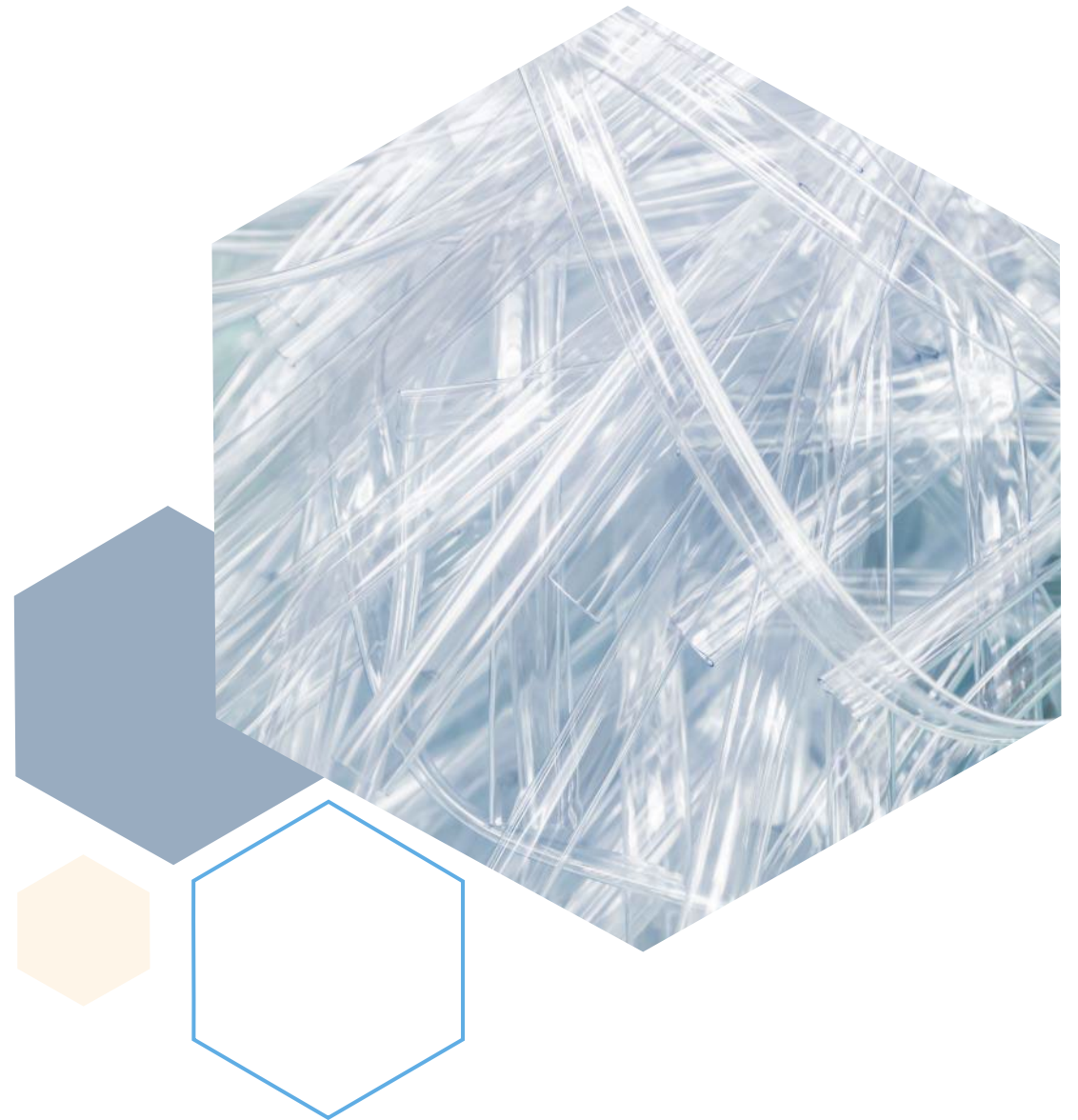


## Build A High Performance Team To Drive Growth

- Continue to develop and provide opportunities for our highly engaged, tenured team
- Invest in additional MedTech talent pool to drive new revenue streams and manage growth

# Business Outlook

- Segmental revenue is expected to remain constrained as customer inventory adjustment continues
- Segmental result may also be impacted by rising operating costs due to inflationary pressures and higher development and expansion costs
- Long term prospects remain bright as the segment continues to improve its operating efficiencies, implement cost reductions, invest in new capabilities and develop the new Mexico plant to expand its manufacturing footprint in the Americas
- Cautious about challenges that may arise from uncertainties in the global macroeconomic environment, plus ongoing inflationary and interest rate pressures
- Will continue to exercise prudent cost controls, while developing new business opportunities, and positioning its base for future growth



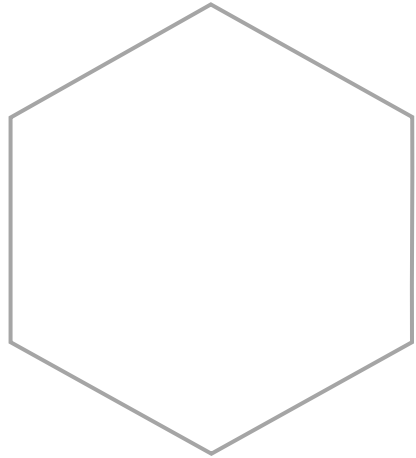
# Vicplas Pipes & Pipe Fittings

Presented by

**Jay Cheng**

Group Operations  
Director





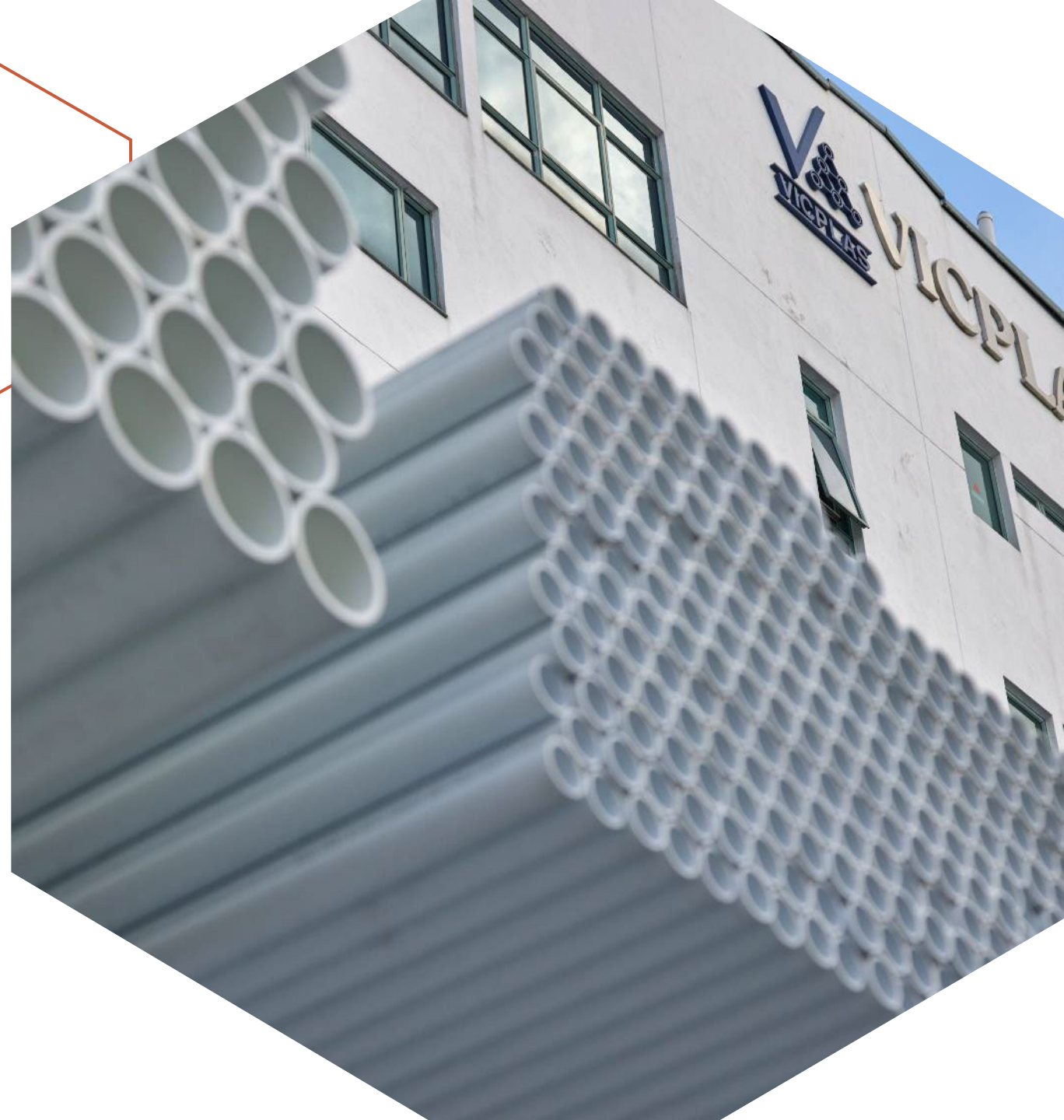
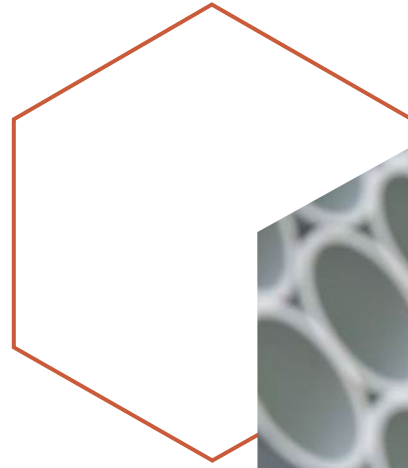
# A SUSTAINABLE BUSINESS



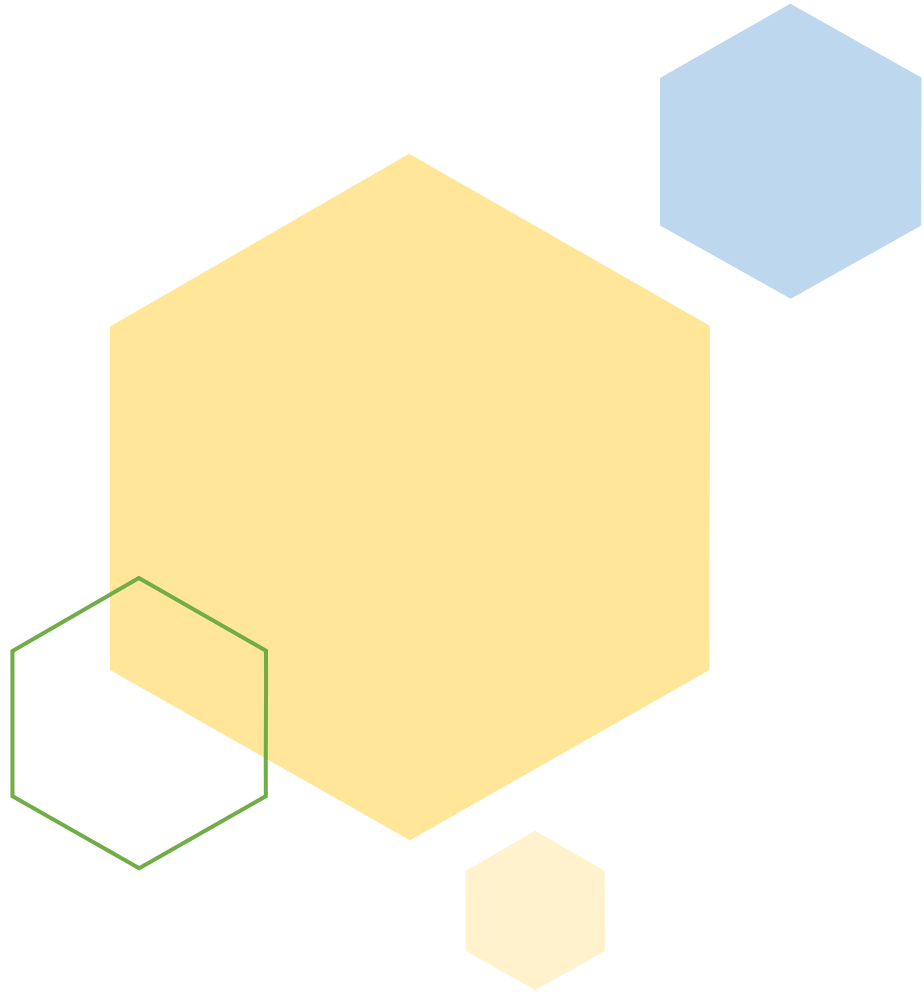
# About Us

Vicplas Pipes is a leading solutions provider in the plastic pipe manufacturing industry. Our uPVC piping systems are found in a majority of residential homes across Singapore. Our market leadership is built on the quality and reliability of our products. They are commonly found in:

- **Plumbing and Electrical Works** across residential, commercial, institutional, industrial and other buildings
- **Civil Engineering Works** ranging from telecommunication and power grid pipelines to infrastructure works







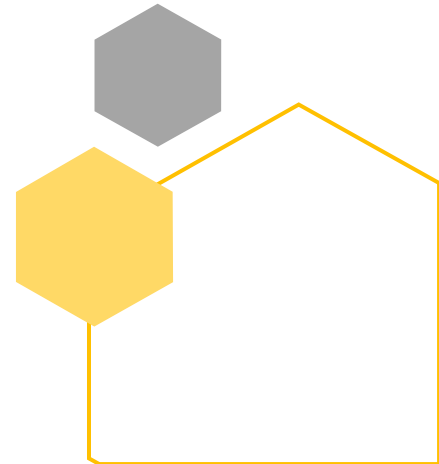
# Delivering Green and Innovative solutions beyond the built environment

Driving us forward

# Industry Leader in the built environment



- SGBP Green Mark Scheme – 4<sup>th</sup> Green Marks accrue the maximum point rating for products used towards the project's Green Mark Rating.
- 4<sup>th</sup> Green Marks achieved – Vicplas is now the recognised industry leader for waste and potable water piping systems.
- Also the 1<sup>st</sup> uPVC pipes and pipe fittings producer in Singapore to be Green Mark certified.
- 4<sup>th</sup> Green Marks creates new opportunities for Vicplas pipes to expand beyond Singapore as the built environment regionally adopts green certified products more widely.



# Core Capabilities



## Product Design

Develop practical, cost-efficient solutions that evolve with the changing needs of customers



## Processing Techniques

Proficient across a range of polymer processing techniques and able to offer injection, extrusion, thermal forming and fabrications



## Tool Fabrication

Equipped with in-house mould design and fabrication capabilities



## Materials Know-how

Extensive working knowledge of polymeric materials such as engineering plastics, specialty elastomers, composites and more



# Value Proposition To Customers

## **Solutions Provider**

Proactively look for new product development opportunities to fill industry gaps and meet emerging needs



## **Product Reliability**

Conduct regular quality checks to ensure that products meet stringent quality and regulatory requirements

## **Research & Development**

Constantly explore new possibilities in the design and manufacture of our products

## **Operational Efficiency**

Invest in new technologies and improve existing process to enhance operational and manufacturing efficiency

## **Green Initiatives**

Contribute to a cleaner and greener future by developing environmentally friendly products

# Application



## Buildings

- Residential homes
- Commercial/ Institutional buildings
- Industrial and others



## Hydro-agriculture

- Irrigation pipelines
- Grow Channels



## Civil Engineering

- Telecommunication pipelines
- Power gride pipelines
- Infrastructure works



## FY2023 HIGHLIGHTS

- Segmental revenue in FY2023 increased by 1.2% to S\$38.7 million from the same period last year as construction activity in Singapore improves
- FY2023 segmental result saw a 59.9% increase to S\$7.2 million from the same period last year due to lower material costs, extensive cost containment and efficiency improvement measures in the manufacturing plants

# Business Outlook

- Well-positioned to meet the increase in demand from public housing to be launched over the next few years
- Segment will continue to focus on civil engineering projects and product expansion
- Challenges in the current operating environment such as intensified competition, cost pressures and credit risk exposures likely to continue





# Thank You

[www.vicplas.com.sg](http://www.vicplas.com.sg)  
35 Joo Koon Circle  
Singapore 629110  
+65 62623888