60 Years Since 1964

WONG FONG

2024

ANNUAL REPORT

EMBRACE CHANGE.
LEAD THE FUTURE.

CONTENTS

This annual report has been prepared by the Company and has been reviewed by the Company's sponsor, United Overseas Bank Limited (the "**Sponsor**"), for compliance with Rules 226(2)(b) and 753(2) of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") Listing Manual Section B: Rules of Catalist.

This annual report has not been examined or approved by the SGX-ST and the SGX-ST 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 Priscilla Ong, Vice President, Equity Capital Markets, who can be contacted at 80 Raffles Place, #03-03 UOB Plaza 1, Singapore 048624, telephone: +65 6533 9898.

CORPORATE PROFILE

Founded in 1964, Wong Fong Group is a leading provider of engineering solutions, training, and consultancy services, with a strong presence in Singapore, Malaysia, and Myanmar. Our expertise spans land transport engineering, industrial solutions, safety training, and human capital services.

As we mark our 60th anniversary in 2024, Wong Fong remains committed to delivering high-quality, innovative solutions that add value to our clients and stakeholders. Through our diverse range of services and continuous investment in advanced technologies, we strive to lead industry standards and drive sustainable growth across the region.

WONG FONG 60 Years Since 1964

OUR AREAS OF BUSINESS

ENGINEERING

TRAINING

TECHNOLOGY

OUR BUSINESS - ENGINEERING

Wong Fong Engineering provides tailored solutions across land transport engineering, load management, waste management, assistive technologies, and mobility aids. Our Advanced Engineering team works closely with clients to design, prototype, and deliver specialised systems that meet their specific needs.

We are also recognised for our comprehensive after-sales support, including one of the region's largest hydraulic and mechanical equipment service centres, complemented by a 24/7 mobile service team that ensures timely assistance.




EQUIPMENT SALES

Load & Waste Management Equipment for Acquisition
Our range includes high-quality equipment designed to boost efficiency and focus on sustainability.

Load Management Equipment:

- Truck-mounted cranes
- Tailgates for vehicles with replaceable components
- Assistive technology devices
- Mobility aids

Waste Management Equipment:

- Tippers
- Self-loaders
- Hook loaders
- Portable compactors
- Dumpers
- Containers
- Waste presses
- Industrial canopies

DEALERSHIP FOR:

- BRAUNABILITY (United States)
- COMETTO (Italy)
- DHOLLANDIA (Belgium)
- OMB (Italy)
- PALFINGER (Austria)
- PÖTTINGER (Austria)
- ROLL-RITE (United States)
- SANY PALFINGER (China)
- SPRING MACHINE CONTROL (Italy)
- HSM (Germany)
- TP CHIPPER (Denmark)
- VEI (Italy)
- MULTITEL (Italy)

Our Brands:

- HEKTOR
- ZUKUN

OUR BUSINESS - TRAINING

In 2024, Wong Fong Group continues to strengthen its position as a leading provider of training and development. Our training division, Wong Fong Academy Pte. Ltd. (“**WFA**”), has expanded its range of courses to cover 13 key areas, including industrial safety, consultancy, digital marketing, wellness, and agriculture. This expansion supports both individual growth and business development.

We provide a diverse range of accredited programs designed to meet the evolving needs of industries in Singapore and beyond. Our offerings cover key sectors such as construction, food and beverage, security, hospitality, and information and communication technology (“**ICT**”), as well as emerging fields like digital transformation and drone operations.

Through strong partnerships and a comprehensive range of training options, Wong Fong remains a trusted leader in workforce development, empowering both individuals and businesses to acquire the skills essential for success. WFA and Ascendo Academy continue to be recognised as Approved Training Organisations under the Workforce Skills Qualifications framework, ensuring our courses meet national standards and address industry requirements.

Looking ahead, we remain committed to staying at the forefront of industry trends and providing our clients with the support they need to navigate an ever-evolving business landscape.

OUR BUSINESS - TECHNOLOGY

Our Technology Division delivers advanced solutions to help businesses thrive in a digital economy. Specialising in autonomous robotics, interactive applications, and digital platforms, we enhance operational efficiency and user experiences.

Through Botsync and Interactive Apps, we provide tailored solutions, from autonomous mobile robots ("**AMRs**") for logistics to custom software and apps for streamlined operations. We work closely with clients to deliver scalable, reliable, and innovative solutions.

By leveraging automated tools, data analytics, and cloud technologies, we ensure that businesses are empowered to adapt and succeed in a competitive landscape.

WFVEN PTE LTD

CHAIRMAN & GROUP CEO MESSAGE

Dear Shareholders,

On behalf of the Company's board of directors ("**Board**" or "**Directors**"), we are pleased to present Wong Fong's annual report for the financial year ended 31 December ("**FY**") 2024. In FY2024, overall Group revenue decreased by about 15.8% to S$65.7 million as compared to FY2023. Profit after tax for the year had decreased 7.2% to approximately S$3.9 million in FY2024. The Group will be proposing a final tax exempt (one-tier) dividend of 0.60 Singapore cents per share and a special tax exempt (one-tier) dividend of 0.40 Singapore cents per share in respect of FY2024 subject to Shareholders' approval at the forthcoming annual general meeting.

FY2024 PERFORMANCE REVIEW

In FY2024, the Group delivered a net profit attributable to owners of the Company of S$3.6 million and revenue of S$65.7 million, compared to a net profit attributable to the owners of the Company of S$3.7 million and revenue of S$78.0 million in FY2023. Overall, revenue decreased by about S$12.3 million from S$78.0 million in FY2023 to S$65.7 million in FY2024. This was mainly attributable to a decrease of S$4.3 million in revenue from the Engineering business and a decrease of S$8.0 million in revenue from the Training business.

OUTLOOK FOR FY2025

The International Monetary Fund projects global growth in 2025 at 3.3% based on upward growth revision in the United States of America ("**USA**") offset by downward growth revisions in other major economies including China and India. Whilst global disinflation continues, there are signs of persistent elevated inflation leading to divergent monetary policy with some central banks raising interest rates to the contrary. Together with an intensification of protectionist policies by the USA, Russia's prolonged war in Ukraine and Middle East conflicts continue to affect interlinked global economies by introducing new variables to an already complex and challenging economic landscape. The Ministry of Trade and Industry of Singapore ("**MTI**") has projected a slower growth for Singapore of "1.0 to 3.0 per cent" in 2025 versus 4.4% in 2024.

Consistent with Ministry of Trade and Industry's projection that the manufacturing, construction and wholesale trade sectors should remain stable in 2025, Wong Fong expects its Engineering and Training businesses to remain stable. Retention of skilled labour continues to exert pressure in this prolonged inflationary environment and further increases in costs are expected to erode Wong Fong's margins. Whilst Wong Fong had experienced a moderation of demand for new equipment at the start of 2025, the demand for engineering repairs and servicing remained stable. Barring unforeseen circumstances, Wong Fong envisages that the performance of its engineering business will continue to be resilient in 2025.

Whilst the demand for trainings remained resilient, the increase in approved training organisations is expected to put a squeeze on the Company's training margins. Additionally, against the backdrop of macro headwinds, Wong Fong envisages that industrial activities will slow down in the next 12 months, resulting in reduced enrolment for some of the Company's industrial courses.

Against the backdrop of elevated uncertainties, Wong Fong's management will continue to closely monitor the economic situation and make the necessary adjustments.

THANK YOU

We would like to thank all our Shareholders for their continued confidence, our business partners and customers for their unwavering support and our colleagues for their dedication and sacrifices.

TOGETHER, Wong Fong will endeavour to deliver sustainable long-term value to all its stakeholders.

Last but not least, our Independent Chairman Mr Pao Kiew Tee will be retiring in the forthcoming AGM. As such, Group CEO James Liew and his management team would like to record their gratitude to Mr Pao for his dedicated service over the years. We sincerely thank him for his leadership and contributions which have been instrumental in shaping Wong Fong's growth.

James Liew
Co-Founder and Group Chief Executive Officer ("**CEO**")

Pao Kiew Tee
Independent Chairman

OPERATIONS AND FINANCIAL REVIEW

REVIEW OF INCOME STATEMENT

	FY2024	FY2023	Change
	S$'000	S$'000	%
Revenue	**65,652**	77,958	(15.8)
Other operating income	**1,356**	1,793	(24.4)
Gain on disposal of subsidiaries	**-**	1,035	NM
Changes in inventories of finished goods and work-in-progress, and materials and consumables used and other direct costs	**(36,716)**	(43,534)	(15.7)
Employee benefits expense	**(18,598)**	(22,233)	(16.3)
Depreciation and amortisation expense	**(2,963)**	(4,438)	(33.2)
Impairment loss on financial assets	**(81)**	(152)	(46.7)
Share of profit from associate companies	**71**	-	NM
Other operating expenses	**(3,887)**	(5,005)	(22.3)
Finance costs	**(387)**	(467)	(17.1)
Profit before tax	**4,447**	4,957	(10.3)
Income tax expense	**(559)**	(769)	(27.3)
Profit for the year	**3,888**	4,188	(7.2)
Profit attributable to owners of the Company	**3,620**	3,684	(1.7)

In FY2024, the Group's revenue decreased by S$12.3 million or 15.8% to S$65.7 million from S$78.0 million in FY2023, which was mainly attributable to a decrease of S$4.3 million in revenue from the Engineering business and a decrease of S$8.0 million in revenue from the Training business.

The Engineering business comprises equipment sales, repairs and servicing and projects. The decrease in revenue from the Engineering business was mainly due to lesser projects completed in FY2024.

On 29 December 2023, the Group completed the partial disposal of 40% interest in the AIH Group, reducing its shareholding from 60% to 20%. As such, from FY2024 onwards, the Group does not consolidate the result of the AIH Group into the Group. The decrease in revenue from the Training business of S$8.0 million was mainly due to the deconsolidation of the AIH Group in FY2024.

During the year, other operating income of the Group decreased by S$0.4 million to S$1.4 million from S$1.8 million in FY2023 mainly due to a decrease in government grant.

Meanwhile, changes in inventories of finished goods and work-in-progress as well as materials and consumables used and other direct costs decreased by S$6.8 million or 15.7% to S$36.7 million in FY2024 from S$43.5 million in FY2023. This was mainly due to a decrease in project cost as lesser projects were completed and deconsolidation of the AIH Group's cost in FY2024.

Employee benefits expense decreased by S$3.6 million or 16.3% from S$22.2 million in FY2023 to S$18.6 million in FY2024 was mainly due to the deconsolidation of the AIH Group and reduction in headcount from the Training business. Depreciation and amortisation expense also decreased by S$1.4 million or 33.2% to S$3.0 million in FY2024 mainly due to a the deconsolidation of the AIH Group.

Impairment losses on financial assets decreased to S$0.1 million in FY2024. During the period, doubtful debts has been provided and bad debts were written off.

Share of profit attributed by an associate in Myanmar was S$0.1 million, which was partially offset by a share of loss attributable to the AIH Group in FY2024.

The Group's other operating expenses decreased by S$1.2 million to S$3.9 million in FY2024 from S$5.0 million in FY2023. The decrease was mainly attributable to the deconsolidation of the AIH Group in FY2024.

At the same time, finance costs remain relatively stable at S$0.5 million and S$0.4 million in FY2023 and FY2024 respectively.

In view of the above, the Group's profit for the year decreased by S$0.3 million to S$3.9 million in FY2024 from S$4.2 million in FY2023.

REVIEW OF FINANCIAL POSITION

S$'000	As at 31 Dec 2024	As at 31 Dec 2023
Current assets	**43,955**	46,764
Non-current assets	**35,328**	35,060
Total assets	**79,283**	81,824
Current liabilities	**15,038**	15,251
Non-current liabilities	**8,259**	12,412
Total liabilities	**23,297**	27,663
Share capital	**11,351**	11,351
Accumulated profits	**45,310**	44,195
Reserves	**(19)**	(342)
Non-controlling interests	**(656)**	(1,043)
Total equity	**55,986**	54,161

As at 31 December 2024, the total assets of the Group decreased by S$2.5 million to S$79.3 million and total liabilities of the Group decreased by S$4.4 million to S$23.3 million.

Current assets decreased by S$2.8 million or 6.0% to S$44.0 million as at 31 December 2024 from S$46.8 million as at 31 December 2023, mainly due to a decrease in trade and other receivables of S$2.8 million due to collections, a decrease in inventories of S$1.4 million due to fulfilment of orders, and partially offset by an increase in cash and bank balances of S$1.5 million.

The Group's non-current assets decreased by S$0.3 million or 0.8% to S$35.3 million as at 31 December 2024 from S$35.1 million as at 31 December 2023. This was mainly due to a decrease in property, plant and equipment and other receivables of S$0.9 million, a decrease in investment in associates following dividend of S$0.4 million received; partially offset by an increase in investment in financial assets as well as right of use assets of S$1.8 million.

Meanwhile, current liabilities of the Group decreased by S$0.2 million or 1.4% to S$15.0 million as at 31 December 2024 from S$15.3 million as at 31 December 2023. This was mainly due to an increase in trade and other payables of S$0.4 million, an increase in lease liabilities of S$0.2 million, and partially offset by a decrease in bank borrowings of S$0.3 million and contract liability of S$0.5 million.

As at 31 December 2024, non-current liabilities decreased by S$4.2 million or 33.5% to S$8.3 million from S$12.4 million as at 31 December 2023. This was mainly due to a decrease in lease liabilities of S$0.2 million, a decrease in bank borrowings of S$4.2 million and partially offset by an increase in other payables of S$0.2 million.

REVIEW OF CASH FLOWS

	FY2024	FY2023
	S$'000	S$'000
Net cash flows from operating activities	**11,284**	10,870
Net cash flows used in investing activities	**(1,751)**	(5,904)
Net cash flows used in financing activities	**(8,042)**	(5,082)
Cash and cash equivalents at beginning of the year	**17,014**	17,107
Net increase / (decrease) in cash and cash equivalents	**1,491**	(116)
Effect of foreign exchange rate changes	**(27)**	23
Cash and cash equivalents at end of the year [1]	**18,478**	17,014

(1) Excludes pledged fixed deposits of S$0.2 million (FY2023: S$0.2 million)

In FY2024, the Group generated net cash from operating activities before changes in working capital of S$7.5 million. Net cash generated from working capital amounted to S$4.4 million mainly due to a decrease in inventories of S$1.5 million, a decrease in trade and other receivables of S$3.0 million and a decrease in trade and other payables of S$0.1 million. The Group paid income tax of S$0.5 million. As a result, net cash generated from operating activities amounted to S$11.3 million.

Net cash used in investing activities amounted to S$1.8 million in FY2024, mainly due to purchase of property, plant and equipment of S$1.5 million as well as purchase of financial assets measured at FVTPL of S$0.8 million, invest in preference shares of S$0.2 million and partially offset by dividends and interest received of S$0.5 million and S$0.3 million respectively.

Net cash used in financing activities amounted to S$8.0 million in FY2024, mainly due to dividends paid of S$2.4 million, interest paid of S$0.3 million, repayment of bank borrowings of S$4.5 million and repayment of lease liabilities of S$0.8 million.

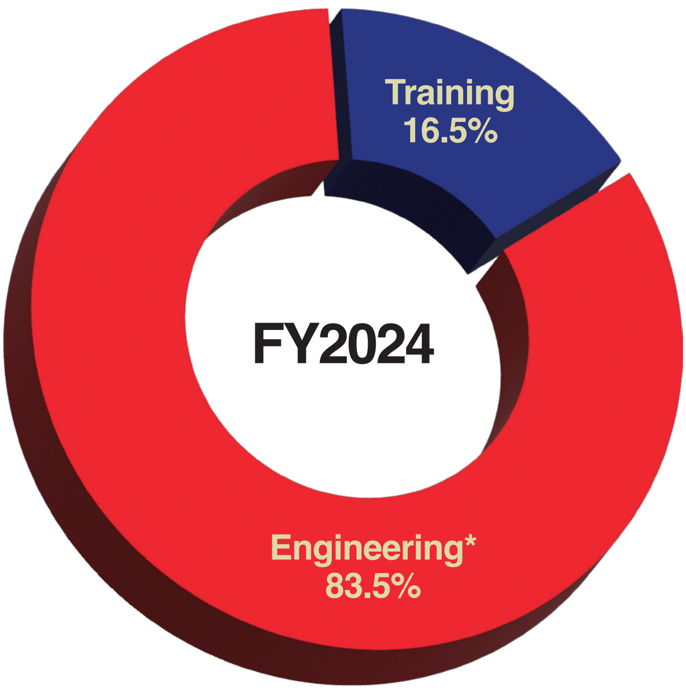
As a result of the above, the Group's cash and cash equivalents increased by S$1.5 million to S$18.5 million in FY2024.

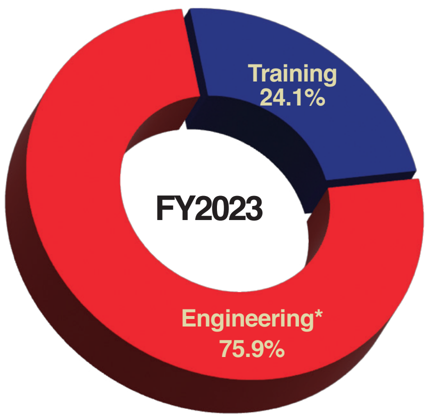
FINANCIAL HIGHLIGHTS

(Financial Year Ended 31 December)

Revenue					
S$'million	FY2024	FY2023	FY2022	FY2021	FY2020
	65.7	78.0	75.3	65.1	49.3
Net profit attributable to owners of the Company					
S$'million	FY2024	FY2023	FY2022	FY2021	FY2020
	3.6	3.7	2.2	3.3	2.1

REVENUE CONTRIBUTION BY BUSINESS (%)





*The Engineering segment comprises Equipment Sales, Repairs and Servicing and Projects.

BOARD OF DIRECTORS

LIEW AH KUIE (JAMES LIEW)
Co-Founder and Group CEO

Mr James Liew, one of our founders, was formerly the Deputy Chairman and Managing Director of the Group. He oversees the Group's general operations, including human resources, management and general administration, as well as strategic planning for the Group's business expansion. He has been instrumental in the Group's growth, leading the expansion of its business and operations.

Date of first appointment: 2 January 2015
Date of last re-election: 28 April 2022

PAO KIEW TEE
Independent Chairman

Mr Pao Kiew Tee was a senior government auditor holding the position of senior group director. He retired in July 2016 after serving the Civil Service for 37 years. Before his retirement, he supervised a group responsible for auditing the financial statements and operation audits of government ministries and statutory boards. He graduated with a Bachelor of Commerce (Accounting) Degree from the University of Otago, Dunedin, New Zealand in 1974, and is a lifetime member of the Institute of Singapore Chartered Accountants. He was a Senior Accredited Director of the Singapore Institute of Directors.

Date of first appointment: 28 June 2016
Date of last re-election: 28 April 2023
Chairman: Audit Committee
Member: Nominating Committee and Remuneration Committee

LIEW CHERN YEAN
Executive Director

Mr Liew Chern Yean joined the Group in April 1996 and has more than 20 years of experience in the business of load handling systems, waste management systems and other engineering solutions. He oversees and manages the Group's quality control and assurance functions. He is also the Chief Technical Officer and is responsible for technology, advanced engineering and projects. Prior to joining the Group, Mr Liew was a design engineer with Hitachi Electronic Devices (Singapore) Pte. Ltd. from December 1994 to February 1996.

He graduated from the Nanyang Technological University with a Bachelor's Degree in Engineering (Mechanical) in 1994. In 2009, he was appointed as a committee member of the National Crane Safety Task Force of the Workplace Safety and Health Council.

Date of first appointment: 2 January 2015
Date of last re-election: 28 April 2023

LEW CHERN YONG (ERIC LEW)
Non-Executive Non-Independent Director

Mr Eric Lew joined the Group as Business Development Manager in September 2003. He was promoted to Executive Director in January 2015 and was re-designated to Non-Executive Non-Independent Director in March 2019.

He currently is the Managing Director of Triple Titan Capital Pte Ltd, a proprietary investment company. He started his career as an audit senior with KPMG LLP.

He also serves on the executive committee of the Waste Management and Recycling Association of Singapore, and on the board of Hygieia Group Limited as an independent director.

He obtained a Bachelor's Degree in Accountancy with a minor in Banking and Finance from the Nanyang Technological University in 1997.

Date of first appointment: 2 January 2015
Date of last re-election: 28 April 2021
Member: Audit Committee, Nominating Committee and Remuneration Committee

WONG CHIT CHONG
Independent Director

Mr Wong Chit Chong brings with him 35 years of experience in the motor operations industry in Singapore. Previously, he served as Director of John Mead Dance Company Ltd. He was also the Director and General Manager of Triangle Auto Pte Ltd in Singapore, primarily responsible for overall management of Dah Chong Hong Trading (Singapore) Pte. Ltd. and the group's motor operations in Singapore. He joined Triangle Auto Pte Ltd. in December 1987.

Mr Wong holds a Diploma in Automobile Engineering from the Institute of Motor Industry, UK, a Diploma in Mechanical Engineering from the Singapore Polytechnic, a Diploma in Management Science from Singapore Institute of Management and a Master Degree in Business Administration from Brunel University, UK. He is a member of the Society of Automotive Engineers USA. Previously, he served as the President of the Motor Traders Association of Singapore and was a past member of the Mechanical Engineering Academic Advisory Committee of the Singapore Institute of Technical Education.

Date of first appointment: 9 May 2018
Date of last re-election: 28 April 2022
Chairman: Nominating Committee and Remuneration Committee
Member: Audit Committee

MANAGEMENT TEAM

JACK WONG
Chief Financial Officer

Mr Jack Wong joined the Group in March 2015 and is responsible for providing treasury, risk management and financial leadership to the Group. Prior to this, he was the head of service, finance and administration of Palfinger Marine Pte. Ltd., ("**Palfinger**") where he was part of the management team responsible for developing and growing Palfinger's marine business in the Asia Pacific region. Between 2005 and 2009, he was seconded to Australia and China where he held the positions of General Manager and Board member of Truck Cranes Australia Pty. Ltd. and General Manager and Legal Representative of Palfinger (Shenzhen) Ltd. He commenced his career as an audit/tax associate at PricewaterhouseCoopers LLP ("**PwC**") after graduating with a Bachelor's Degree in Accountancy from the Nanyang Technological University in 1997. He left PwC as a Tax Manager in 2004. He also obtained a Master of Applied Law (Corporate/Commercial Law) from the University of Queensland (Australia) in 2009. He is a member of the Association of Chartered Certified Accountants and a Chartered Accountant of the Institute of Singapore Chartered Accountants.

LEW SIEW CHOO
Director of Group Supply Chain and Operations and Human Resource

Ms Lew Siew Choo joined the Group in May 2001 and is currently our Director of Group Supply Chain and Operations and Human Resource. She is in charge of the Group's supply chain which includes supplier relationship management as well as developing and implementing policies and procedures for the Group's supply chain operations. She also oversees the Group's administrative and information technology functions. From June 1993 to December 1996, she worked as an estate officer with the Housing Development Board. From February 1997 to April 2001, she was a Finance and Administrative Executive with T.C.J. Wong Fong (Far East) Pte Ltd. She graduated from the National University of Singapore with a Bachelor's Degree in Business Administration in 1992.

LIU SHANNI
Director of Group Business Development and Information Technology

Mr Liu Shanni commenced his journey with the Group in February 2010 and is currently our Director of Group Business Development and Information Technology. He leads the Group's business expansion strategies and directs its information technology advancements. Prior to joining the Group, he honed his skills and familiarity with operational processes and IT technologies during his tenure in the telecommunications industry between 2000 and 2009. Subsequently, he transitioned to Wong Fong, channeling his wealth of knowledge and hands-on experience to bolster the organization's endeavors.

CHIA KAH LAM
Operations Director

Mr Chia Kah Lam joined the Group in 1979 and is currently our Operations Director. He started his career in Wong Fong Engineering Works Company ("**Engineering Works**") in 1979 as a service fitter where he was responsible for, amongst others, performing welding work, conducting fabrication work, and assisting in assembly work. After Engineering Works' corporatisation, he took on various supervisory and managerial positions before being promoted to the position of Operations Director in June 2015. He is primarily responsible for overseeing and managing the operational aspects of the Group's core business. He also works with the Group's Sales Director to formulate marketing and sale strategies, and conducting marketing activities to promote the Group's products.

ALBERT LEE
Sales Director

Mr Albert Lee joined the Group in 1988 and is responsible for our sales and marketing activities including the marketing of our latest products, services and capabilities to existing and potential customers. Mr Lee joined the Group as a service and work coordinator in December 1988, and subsequently took on various managerial positions, before being promoted to Sales Director in December 2013. Prior to joining the Group, he was a store service coordinator with George Cohen (Far East) Pte. Ltd. from June 1973 to December 1988 where he was responsible for all administrative and coordination functions at the store and service departments.

EDMUND LIM
Director of Business Development

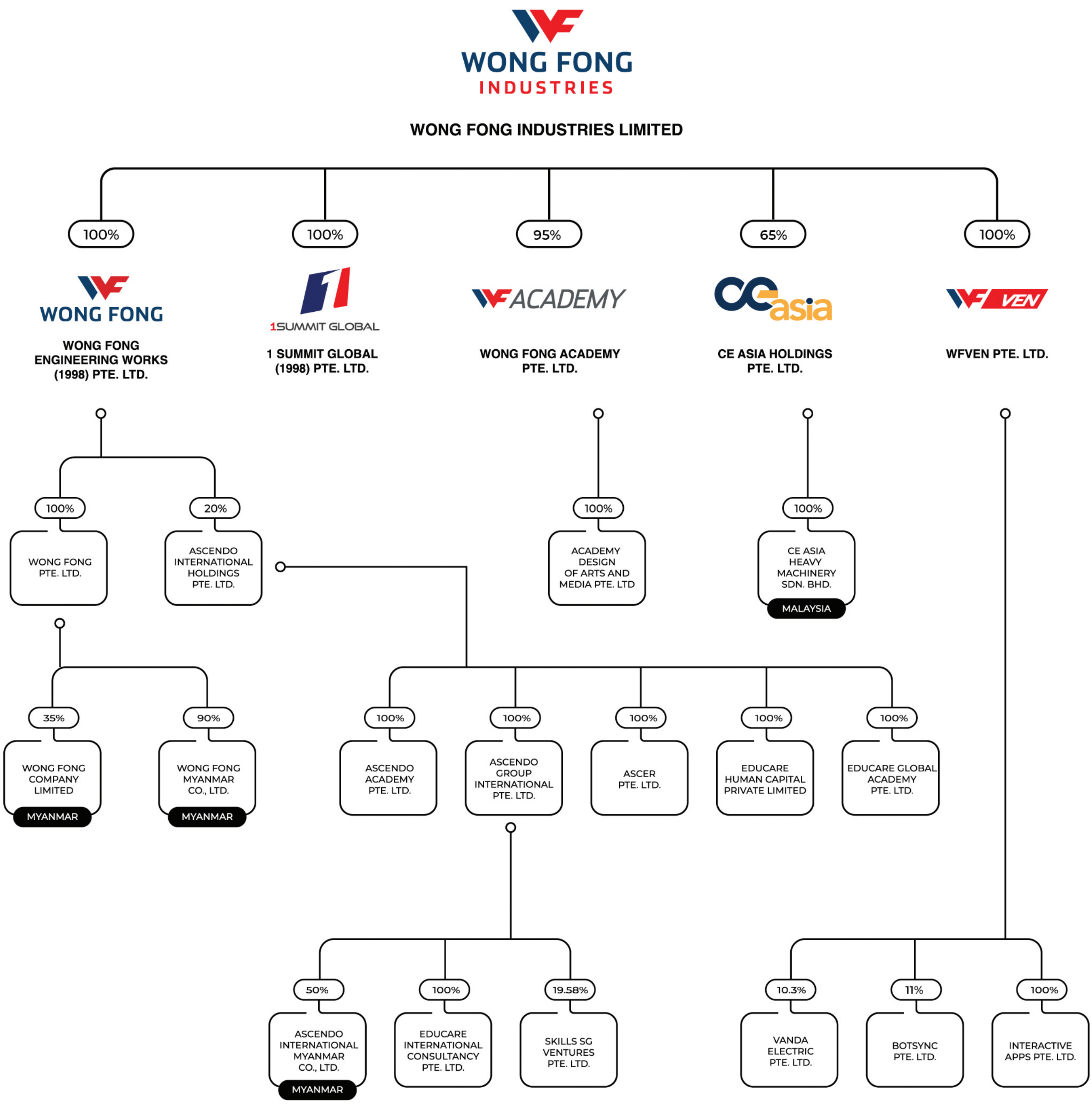
Mr Edmund Lim joined the Group in July 2011 and is currently our Director of Business Development. He oversees Wong Fong's Training division's business development activities. Mr Lim was involved in the various acquisitions undertaken by the Group such as Academy Design of Arts and Media Pte. Ltd. and Ascendo International Holdings Pte. Ltd.He holds a Graduate Diploma in Workplace Safety and Health and Specialist Diploma in Advanced Facilitation.

CORPORATE INFORMATION

BOARD OF DIRECTORS	• **Pao Kiew Tee**, Independent Chairman • **Liew Ah Kuie (James Liew)**, Co-Founder and Group CEO • **Liew Chern Yean**, Executive Director • **Lew Chern Yong (Eric Lew)**, Non-Executive, Non-Independent Director • **Wong Chit Chong**, Independent Director
AUDIT COMMITTEE	• **Pao Kiew Tee** (Chairman) • **Wong Chit Chong** • **Eric Lew**
NOMINATING COMMITTEE	• **Wong Chit Chong** (Chairman) • **Pao Kiew Tee** • **Eric Lew**
REMUNERATION COMMITTEE	• **Wong Chit Chong** (Chairman) • **Pao Kiew Tee** • **Eric Lew**
COMPANY SECRETARY	**Low Mei Mei Maureen and Ha Mui Ling**
REGISTERED OFFICE	79 Joo Koon Circle, Singapore 629107 Tel: (65) 6861 6555 Fax: (65) 6861 3230 www.wongfongindustries.com
SPONSOR	**United Overseas Bank Limited** 80 Raffles Place, UOB Plaza, Singapore 048624
AUDITOR	**BDO LLP** 600 North Bridge Road, #23-01 Parkview Square, Singapore 188768 **Partner-in-charge: Adrian Lee Yu-Min** Appointed since financial year 2024
INVESTOR RELATIONS	**Wong Fong Industries Limited** investors@wongfong.com

CORPORATE STRUCTURE

(As at 31 December 2024)



All companies are incorporated in Singapore unless otherwise stated

SUSTAINABILITY AT WONG FONG

This sustainability report has been prepared in accordance with the Listing Manual Section B: Rules of Catalist of the SGX-ST ("**Catalist Rules**") and with reference to the GRI Sustainability Reporting Standards ("**GRI Standards**"). We have chosen to report using the GRI Standards because it is an internationally recognised reporting framework that covers a comprehensive range of sustainability disclosures. Moreover, the structured framework promotes reporting a full and balanced picture of the Group's material matters and the management of its impact. We have also disclosed the Task Force on Climate-related Financial Disclosures ("**TCFD**") on climate-related risks and opportunities.

We believe that a sustainable business strategy is integral to the growth and progress of the Group. With this in mind, we embarked on our plan to align our process strategy with environmental social objectives to build a sustainable business for our future generations. The sustainability performance data presented in this sustainability report covers the period from 1 January 2024 to 31 December 2024, with FY2023 and FY2022 performance included for comparison, where possible. No significant changes occurred in our business sectors, value chain and key relationships during the reporting period.

To be published yearly in our annual report, our sustainability report will report on the Group's performance and strategy on material issues in relation to environmental, social and governance ("**ESG**") sustainability that are relevant to our stakeholders. Our data is reported in good faith and to the best of our knowledge.

Our sustainability report has been subject to the Company's internal review. The GRI Content Index and TCFD Content Index are contained on pages 50 to 56 of this annual report, indicating the location of the applicable disclosures within this sustainability report.

No external assurance has been sought for this sustainability report as we relied on internal verification processes to ensure the accuracy of the data used. Nevertheless, we will seek external assurance if there is a need in the future. We welcome your feedback, views and suggestions on our sustainability performance. All queries can be addressed to investors@wongfong.com.

BOARD STATEMENT

We are pleased to present Wong Fong's 8th sustainability report, which outlines our approach to sustainability as well as our performance for the reporting period, FY2024.

The Board recognises the importance of ensuring that sustainability principles are incorporated during the formulation of the Group's long term business strategies. We ensure that Wong Fong's businesses continued to remain vigilant and adaptive as we forge ahead with plans to grow our business and to create value for our stakeholders. We endeavour to enhance and embed sustainable practices in Wong Fong's strategy and operations. Therefore, it is important for us to revisit our material sustainability matters we have previously reported on. Thus, we have initiated an internal exercise to review our sustainability practices for a more systematic approach and to effectively integrate ESG into our business. We aim to enhance our disclosures and introduce changes with more defined targets, measures and practices in our reports to align with the updated Catalist Rules, internationally recognised sustainability reporting frameworks such as the GRI Standards, and the recommendations from the TCFD.

Based on the recommendations of the TCFD, Wong Fong aims to raise business resilience and readiness for potential climate-related risks. Our disclosure focuses on key climate-related risks (physical and transition) and opportunities that we have identified to be relevant to our business segments. Wong Fong is in the midst of improving our operational efficiency while minimising environmental impact and align our practices with global demands for more sustainable, eco-friendly practices.

The Board acknowledges the need to disclose our ESG practices and performances, which is in line with the "Comply or Explain" sustainability reporting framework of the SGX-ST.

Wong Fong believes that sustainability issues are important to our business and they are part of our strategy formulation. In our first sustainability report for FY2017, we published the material ESG topics relevant to our business and stakeholders. Our material factors are reviewed on an annual basis and the Board examines the factors closely in the context of the prevailing global, economic, and business conditions. These ESG topics remain relevant to our business and our stakeholders and we do continue to assess and monitor them accordingly.

Being a listed company on the SGX- ST, Wong Fong is committed to monitoring and managing material ESG as we continue to serve our customers every day.

On behalf of the Board and the management of Wong Fong, we would like to thank all our staff, partners and other stakeholders who have been with us throughout our sustainability journey. We look forward to your continued engagement, partnership and support as we continue the journey to improve our sustainability efforts for Wong Fong and its stakeholders.

Sincerely,
Board of Directors
Wong Fong Industries Limited

OUR SUSTAINABILITY FRAMEWORK

Wong Fong's sustainability vision is to support the ability to operate and grow profitably in a changing and challenging economic, technology, ecology and social environment. As a Group, Wong Fong is aware of the importance of its corporate social responsibilities.

We developed and constantly review our sustainability strategy in view of the risks and opportunities we face today and foresee in the horizon. Our sustainability strategy focuses on 3 key pillars: Environmental, Social, and Economic & Governance.

The sustainability framework sets out the sustainability priorities for Wong Fong towards the future. To better integrate sustainability across Wong Fong, our approach to materiality has evolved to be in line with the GRI framework as it is a common language for sustainability reporting and multi-stakeholder consensus. Wong Fong made disclosure based on TCFD on climate reporting. We seek to engage our stakeholders (who include Shareholders, employees, suppliers, customers and the management) using all available communication channels and platforms. Most of the data collected are from our main engineering subsidiary, Wong Fong Engineering Works (1988) Pte. Ltd. ("**WFE**'') which accounted for approximately 80% of our revenue in FY2024.

Further information on our ESG which are part of sustainability, can be found on pages 26 to 50 of this annual report. This sustainability report is prepared for FY2024.

SENIOR MANAGEMENT ENGAGEMENT

To achieve organizational success in sustainability integration within the business requires the top-level alignment and sits highly on the management agenda in strategic planning.

Wong Fong's sustainability is driven by the management team which is chaired by the Co-Founder and Group CEO, Mr James Liew. The Sustainability Steering Committee ("**SSC**") is made up of members from our management team, comprising our Chief Financial Officer, Chief Technology Officer, Group Finance Manager, Operations Director, Sales Director and Supply Chain Director.

The SSC meets annually to review the performance of the key material issues. The Sustainability Working Committee ("**SWC**") reports to the SSC. The SWC comprises staff from respective departments and focuses on sustainability implementation, data collection and analysis.

MATERIALITY ASSESSMENT

In FY2024, Wong Fong held a materiality workshop to refresh our material ESG topics. We took the opportunity to review our current sustainability strategy and focus areas to ensure that we continue to address our stakeholders needs.

To identify the key material factors material to our Group, we considered those that would have the greatest impact on our operations, stakeholders and the environment around us.

In FY2017, we conducted a materiality assessment and identified 9 material ESG topics that are material to the business and our stakeholders. The Group has adopted the materiality matrix approach to identify and prioritise key sustainability material topics. Questionnaire feedback was gathered from stakeholders which formed the basis for determining Wong Fong's materiality matrix. We had added the material topic on Climate Change for our FY2022 Sustainability Report. All issues will be reviewed on an ongoing basis to ensures we capture diverse perspectives and focus our sustainability efforts on the areas that matter most to our business and our stakeholders.

During the materiality assessment process, the management prioritised these ESG topics based on the significance of their impacts on Wong Fong and their influence on our stakeholder assessments and decisions. The materiality assessment was conducted in line with the GRI Standards in connection with the materiality principle. The materiality assessment is endorsed by the Board.

2022

In FY2022, Wong Fong applied the same materiality determination process as previously reported, to evaluate the Group's existing ESG priorities and make disclosures based on recommendations of the TCFD.

The identified material issues have increased to 10, with the addition of climate reporting.

2023

In FY2023, Wong Fong applied the same materiality determination process as previously reported, to evaluate the Group's existing ESG priorities and make disclosures based on recommendations of the TCFD.

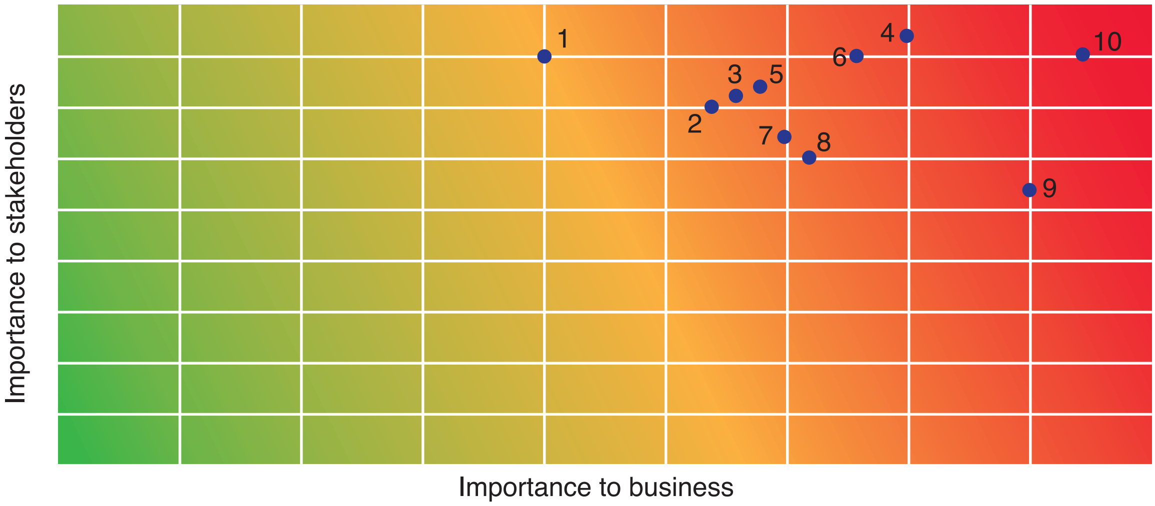
The identified material issues and their prioritisation remain unchanged from FY2022 sustainability report.

2024

In FY2024, Wong Fong applied the same materiality determination process as previously reported, to evaluate the Group's existing ESG priorities and make disclosures based on recommendations of the TCFD. This year we will be disclosing emission in our climate reporting.

The identified material issues and their prioritisation remain unchanged from FY2023 sustainability report.

MATERIAL TOPICS



1	Climate Change
2	Succession Planning
3	Employees & Talent
4	Health & Safety
5	Product Safety
6	Customer Satisfaction in Services and Products Provided
7	Ethics & Integrity
8	Compliance with Regulations
9	Governance & Accountability
10	Risk Management

ESG Material Topics

ENVIRONMENTAL	SOCIAL	ECONOMIC AND GOVERNANCE
Climate Change	Succession Planning Employees & Talent Health & Safety Product Safety Customer Satisfaction in Services and Products Provided	Ethics & Integrity Compliance with Regulations Governance & Accountability Risk Management

STAKEHOLDER ENGAGEMENT

Our stakeholders provide valuable feedback to shape the way we enhance their experience when interacting with Wong Fong. It is only through timely engagements that allow us to better understand our stakeholders' expectations and concerns. We constantly engage our stakeholders through various channels to understand the sustainability issues that matter to them.

The following table summarises our engagement approach with our key stakeholders:

Stakeholders	Key Topics of Concern	Our Response	Engagement	Frequency of Engagement
Government and Regulators	• Regulatory compliance and feedback	• To comply with rules and regulations	• Announcement of material corporate actions	• As and when required
			• Financial results announcements	• Half yearly
			• Annual reports	• Yearly
Shareholders	• Group's growth	• To increase frontline engagement for growth and returns	• Annual general meeting	• Yearly
	• Economic performance	• To engage in an active policy of communication with all shareholders	• Financial results announcements and presentations	• Half yearly
	• Investment opportunities		• Annual reports	• Yearly
	• Shareholders' return		• Corporate website	• As and when required
			• Email and phone communication	• As and when required
Suppliers	• Product safety issues	• Communicate and provide feedback regarding their services and products	• Face to face meeting	• Ongoing
	• Timely delivery of goods	• Ensure that the suppliers' business complies with contract terms	• Email and calls communication	• Ongoing
	• Positive relationship management through communication		• Feedback on product supplied and their quality	• Ongoing
			• Partnering with new suppliers	• As and when required
Employees	• Human resource issues	• Be open and transparent about our human resource policies	• Induction programme	• As and when required

Stakeholders	Key Topics of Concern	Our Response	Engagement	Frequency of Engagement
Employees	• Career progression	• All employees undergo performance evaluation and the Company rewards long-serving employees	• Team bonding session	• Yearly
	• Team building	• Training to equip staff with the necessary knowledge and skills	• Staff appraisal	• Yearly
	• Health and safety in the workplace		• Staff training	• As and when required
	• Job security		• News via emails and notices	• As and when required
	• Remuneration and benefits			

ALIGNMENT WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

The UN SDGs rally governments and corporations to secure the well-being of people, societies, and the planet by providing a blueprint to address the world's most pressing sustainability development challenges. Wong Fong supports the UN SDGs and has aligned the sustainability efforts with 7 UN SDGs most relevant to our business operations in FY2024.

The table below outlines how we have mapped out our material topics to the selected UN SDGs, relevant GRI Topic Standards, and our FY2024 performance against targets.

Material ESG Topic	UN SDGs	GRI Topic Standard	FY2024 Performance	Commitments and Targets
Climate Change		GRI 302: Energy GRI 303: Water and Effluents GRI 305: Emission GRI 306: Waste	• Energy Consumption: Please refer to page 29 • Water Consumption: Please refer to page 31 • Emission: Please refer to page 33	• Reduce water and energy used by 10% by FY2027 using FY2022 as a baseline • Reduce carbon emission for both combined Scope 1 and Scope 2 by 2% by FY2027 using FY 2024 as a baseline
Succession Planning	-	-	• Groom a pool of robust talents and promote them to management roles	• Having a robust preparatory programme to groom talents in the organisation to ensure business continuity

Material ESG Topic	UN SDGs	GRI Topic Standard	FY2024 Performance	Commitments and Targets
Employees & Talent	4 QUALITY EDUCATION 5 GENDER EQUALITY	GRI 401: Employment GRI 405: Diversity and Equal Opportunity	• 1 bonding activity per year in each department • 3 Committed to your Health ("**C2H**") programmes for employees	• Average of 1 bonding activity per year in each department • 5 C2H programmes for employees
Health & Safety	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH	GRI 403: Occupational Health and Safety	• Zero fatalities and 15 reportable workplace accidents	• Zero fatalities and workplace accidents across operations in all business locations
Product Safety	-	GRI 416: Customer Health and Safety	• No incident of non-compliance with regulations	• No incident of non-compliance with regulations
Ethics & Integrity	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	GRI 102: Ethics and Integrity	• No incident of whistle blowing • No incident of corruption case	• No incident of whistle blowing • No incident of corruption case
Compliance with Regulations	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	GRI 419: Socioeconomic Compliance	• No known cases of non-compliance with relevant laws and regulations	• No known cases of non-compliance with relevant laws and regulations
Governance & Accountability	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	-	• No significant reported cases of misconduct	• No significant reported cases of misconduct
Risk Management	-	-	• A detailed list of risk management for the Company and ways in managing the risks	• Reviewing of the risk management and ensure relevance to the Company

ENVIRONMENTAL

Wong Fong is committed to minimising our environmental impact and building operational resilience to the effects of climate change. We achieve our goal by being mindful of the use of resources, having a long-term plan to decarbonise, and managing key climate risks and opportunities.

We proactively implement and review our processes and systems to promote the sustainable usage and management of resources such as energy, water and waste. Our Singapore factory is ISO 14001 certified. We endeavours to prevent environmental pollution and also comply with all prevailing laws and regulations in the countries where we operate. In FY2024, there were no cases of non-compliance with relevant environmental laws and regulations.

In FY2022, being our first-year reporting on these climate-related disclosures, we have described the governance structures and the processes for identifying and managing climate-related risks, and identified the risks and opportunities, and mitigating actions brought by global climate change. This year, we further categorised and assessed the potential impacts of the climate-related risks and opportunities identified over the short (within 2 years), medium (3 to 5 years) and long term (beyond 5 years) which are relevant to the Group. In the coming two years, we would dive deeper into the formulation of business strategy and financial planning related to the identified climate-related risks.

Climate change presents a financial risk to businesses. Consequently, there is a need to understand and manage key climate risks and opportunities.

Climate-Related Risks and Potential Financial Impacts

The following table summarises the climate-related physical and transition risks identified for the Group across the short, medium and long term, as well as the potential financial impacts on our business.

Risk Type	Climate-Related Risk	Potential Financial Impacts
Transition Risk	Policy & Legal • Emission-reporting obligations • Exposure to litigation	Short Term • Increase in compliance costs to meet the mandatory climate-related disclosure requirements Medium to Long Term • The monitoring and implementation of environmental policies would lead to an increase in operating expenses. Any failure to comply with the above could result in litigation risks • Regulators in different jurisdictions where we operate could impose additional or more stringent environmental policies on our products. Failure to comply may result in litigation risks
	Technology • Substitution of existing technology • Costs to transition to lower emissions technology	Medium to Long Term • Increase in research and development (R&D) expenditures in new and alternative technologies • In the transition to a lower-carbon economy, new technologies may need to be adopted to enhance resource efficiency throughout our operations
	Market • Changing customers' demand and preferences for eco-friendly and sustainable products	Short to Medium Term • Reduced demand for goods and services due to shift in consumer preferences (e.g. more eco-friendly products) may present a challenge if we are unable to meet their requirements • Increased production costs due to changing input prices (e.g. energy and water) and output requirements (e.g. waste treatment)
	Reputation • Increase in stakeholders' concerns and awareness	Medium Term • Consumers are more environmentally conscious and expect companies to consider environment issues
Physical Risk	Acute • Increased severity of extreme weather events Chronic • Rising temperature • Rising sea levels	Short to Medium Term • Reduction in revenue due to frequency and intensity of extreme weather events, such as cyclones and flood, could cause disruption to our supply chain (e.g. transportation delays) which will impact our production capacity and timeline • Increase in temperature could lead to temperature changes in both water and air • Increase in operating costs (e.g. increase in water supply to cool down machinery and increase in electricity)

CLIMATE-RELATED OPPORTUNITIES AND POTENTIAL FINANCIAL IMPACTS

Climate change not only brings about challenges to the Group's business operations but could also give rise to opportunities. The climate-related opportunities and the potential financial impacts are presented in the table below:

Type	Climate-Related Opportunities	Potential Financial Impacts
Resource Efficiency (Short to Medium Term)	Increased production capacity, resulting in increased revenues. Continuous improvisation and innovation in production methods, handling and storage facilities to promote resource efficiency to attain lower carbon footprint and to reduce operating expenses in the long term. Benefits to workforce management and planning where the C2H committee promotes programmes to improved health and safety of employees resulting in lower costs.	• Reduced operating costs (e.g. cost reductions in utilities on energy and water)
Product and Services (Short to Medium Term)	Consumers are increasingly looking for green, sustainable and socially responsible products. We strive to develop new low emission sustainable products through R&D and innovation to meet the changing customers' preferences and to reduce environmental impacts.	• Improve in revenue through increase in demand for sustainable products • Better customer engagement and effective brand building through the development and sale of sustainable products • Improve in employee satisfaction and boost productivity as employees observe the positive effects their products have on the environment and society, resulting in lower costs
Energy Source (Medium to Long Term)	Wong Fong have deployed renewable energy where operationally feasible. We have installed solar panels on the roof of 79 Joo Koon Circle factory and 38 Joo Koon Road factory to promote higher energy efficient factory.	• Decrease in operational costs through self-generating energy • Lower GHG emission and less affected by the increase in carbon tax
Resilience (Medium to Long Term)	We will embark on strategic reviews on key areas where we operate in that are more exposed and vulnerable to physical climate risk. Subsequently, we will establish an action plan to support climate mitigation efforts if any.	• Increase reliability of supply chain and ability to operate under various conditions • Increase in revenue through consistency in supplies and value propositions

CLIMATE CHANGE

Reducing Environmental Impact

Activities	Energy Efficiency, Water Conservation, Waste Recycling and Solar Technology
Outputs	Renewable Energy Usage, Waste Disposal, Waste Recycling and Responsible Supply Chain
Value Created	Energy Reduction, Water Reduction, Waste Reduction and Environmental Regulatory Compliance

Energy Management

As a Group with a vast and growing network, electricity consumption as well as its associated carbon footprint is our main environmental and supply chain issue.

The Group mainly relies on purchased electricity as one of the main sources of energy in its operations. Wong Fong has embraced a practical and measured approach to utilise alternative green energy sources in its commitment to reduce its carbon footprint. For example, we have commissioned the use of solar panels at all of our factories in Singapore. Our percentage usage of using solar energy and purchased electricity is approximately 30% and 70% respectively. The following table provides an overview of the purchased electricity consumption of the Group in FY2023 and FY2024. In FY2024, our purchased electricity consumption increased in 79 Joo Koon Circle factory and 38 Joo Koon Road factory mainly due to an increase in business activities and decreased in 16 Tuas Avenue 6 factory mainly due to the installation and use of solar panels since September 2024. The Group's target for FY2025 is a 2% reduction in purchased electricity consumption.

Factory	Target	FY2024 (kWh)	FY2023 (kWh)
79 Joo Koon Circle	Not Met	**646,943.48**	634,191.20
16 Tuas Avenue 6	Met	**164,823.26**	250,446.94
38 Joo Koon Road	Not Met	**40,185.00**	-
Total	**Met**	**851,951.74**	**884,638.14**

A. Energy Saving Initiatives

Wong Fong encourages and promotes energy saving practices in their respective operations. All employees are responsible to ensure that wastage of energy is reduced at source in their daily work activities. Equipment should be maintained regularly to ensure its efficiency and all faulty equipment should be reported for repair, including workshop equipment and machinery.

Some other examples to highlight on the Group's efforts to reduce electricity consumption include:

- Switching off office lights when out for lunch or when no one is working. Switching off decorative, signage and lights that are not necessary for security or safety.
- Last person in the office should check and ensure that all equipment are switched off before leaving.
- All lights and aircons in the meeting rooms, equipment and storage rooms, including construction sites should be switched off when not in used.
- Energy saving equipment and machinery should be selected for use in the workshop to save energy.
- Reminder signs should be prominently displayed on equipment and machinery to prevent idling when not in use.
- Air conditioning should be set at 25 degree celsius. Keep doors closed to prevent loss of cooled air.
- Computers to be set to standby mode when out for lunch and should be switched off when staff is out for more than an hour.
- Blinds should be rolled up and natural lighting should be used when possible.
- Only sections of the lightings and aircons should be switched on when staff is working late or during weekends.
- When purchasing new equipment, energy saving equipment such as energy saving ballast, bulbs, LED, etc. should be considered, including for the workshop.

B. Energy Conservation

The monthly utilization of electricity shall be monitored and plotted for analysis. Investigation and corrective actions should be initiated when abnormal trend is observed. This is applicable for both office and workshop.

C. Renewable Energy – Solar Energy

As part of the Group's approach to optimise energy savings, we have installed solar panels on the roof of our factories. In FY2024, we have also completed installing solar panels on the roof of our 16 Tuas Avenue 6 factory. We aim to use natural resources such as energy and water efficiently.

Wong Fong will continue to monitor the Group's solar energy consumption in the different business segments. In FY2024, our solar energy consumption decreased in 79 Joo Koon Circle factory mainly due to lesser solar energy generated and increased in 16 Tuas Avenue 6 factory and 38 Joo Koon Circle factory mainly due to installation of solar panels in FY2024 and increase in business activities respectively. The Group's target for FY2025 is a 2% increase in solar energy consumption.

Factory	Target	FY2024 (kWh)	FY2023 (kWh)
79 Joo Koon Circle	Not Met	**225,526.17**	241,621.76
16 Tuas Avenue 6	Met	**38,755.60**	-
38 Joo Koon Road	Met	**102,845.36**	93,938.15
Total	**Met**	**367,127.13**	**335,559.91**

Water Management

The Group will continue to monitor water usage and practices throughout its operations as it recognises the importance of water conservation, as it is a precious natural resource although it is not used extensively across the Group's value chain nor at our factories or offices. Water is purchased from the local utilities companies and recorded by each entity in the Group and monitored through their monthly water billing invoices. We will review internally on how we should measure, track and monitor water consumption more effectively across the Group so as to ensure water consumption levels do not vary extensively from previous years.

As part of our water management strategy, we constantly examine ways to retain water from natural sources (e.g. rainwater) and recycle them for washing and cleaning of our factory.

In FY2024, our water consumption decreased in 79 Joo Koon Circle and 16 Tuas Avenue 6 mainly due to the usage of natural water sources. Water consumption at 38 Joo Koon Road factory increased due to an increase in business activities. The Group's target for FY2025 is a 2% decrease in water consumption. The table below provides an overview of the water consumption of the Group in FY2024 and FY2023.

Factory	Target	FY2024 (CuM)	FY2023 (CuM)
79 Joo Koon Circle	Met	**6,307.40**	6,929.20
16 Tuas Avenue 6	Met	**2,526.10**	3,722.10
38 Joo Koon Road	Not Met	**1,867.80**	1,682.80
Total	**Met**	**10,701.30**	**12,334.10**

Waste Management

As far as minimising our impact on the environment is concerned, for waste management, we have engaged an approved waste collector to dispose unwanted oil to minimise environmental pollution.

Wong Fong remains steadfast in managing our waste efficiently and seeks to reduce, reuse, and recycle our waste whenever feasible. Adopting the waste management hierarchy, reduction of waste is prioritised before reusing and recycling. To reduce the use of paper and further automate and digitise our internal workflows for better productivity, we implemented and integrated Adobe Docusign's e-signature solution into our operations and we discontinued the practice of mailing the Company's annual reports to Shareholders to reduce the use of paper. We will continue to explore other ways to reduce waste through our procurement practices. To mitigate our impact on the environment, Wong Fong has put in place strategies to practise the 3Rs in waste management. All FY2024 targets were met. We aim to maintain the same for FY2025.

Procedures	Waste Management Initiatives
Segregation of General Waste	a) Organic waste • Food waste b) Recyclable waste • Steel scrap, wood, plastic, paper c) Toxic industrial wastes • Chemical waste • PVC waste • Used oils and greases from machinery and equipment • Used or leftover paints containing heavy metals or organic solvents used or leftover glues or adhesives containing organic solvents • Used paint from spray paint booth
Installation & Removing of Rubbish Bins	• Sufficient number of bins shall be placed so that wastes are not mixed. The Service Manager shall monitor the accumulation and their timely disposal. There should be no spillage of refuse around the bins. • Appointment of the general licensed waste collector as well as the licensed recycling waste-removing contractor. • Waste such as paper, metal and any other wastes shall be recycled if possible to minimise waste disposal.
Control of Material Ordering	Each department shall exercise control to minimize wastage of material.
Monitoring	Wong Fong shall keep track of the quantities of different type of wastes disposed and ensure that proper housekeeping is being carried out regularly.

We have a waste management procedure whereby we disposed our waste appropriately:

Type of Waste	Methods of Disposing	Target	FY2024
General, plastic, wooden, metal waste	Collected at different open top container (“**OTC**”) and dispose by appointed waste collector once the OTC is full	Met	Timely disposal once OTC is full
Waste oil generate during servicing activities	Flow into the oil interceptor and collect by appointed waste collector once every 2 weeks	Met	Every 2 weeks of disposal as scheduled
Waste hydraulic oil	Collected into drum or intermediate bulk container and collected by appointed waste collector once the container is full	Met	Timely disposal once container is full
Paper / carton box	Collected by appointed collector when required	Met	Timely disposal

Emissions

Reducing GHG emissions is necessary for Wong Fong to transit to a lower-carbon economy and we has much to contribute to this global environment. To track our emissions and measure our baseline emissions, we started reporting our Scope 1 and Scope 2 GHG emissions in FY2024. This allows us to develop appropriate strategies going forward to reduce our operational carbon footprint. By instilling a culture on environmental responsibility, we aim to meet regulatory requirements and contribute positively to the global effort in combating climate change. In the coming years, we plan to develop and report our Scope 3 emission.

Scope 1 consists of emissions from fuel combustion of Wong Fong's vehicle fleet and Scope 2 consists of indirect emissions from purchased electricity consumed by all of Wong Fong's factories. The emission factors used were taken from the Singapore Emission Factors for Greenhouse Gas (GHG) Reporting.

In FY2024, Wong Fong has established a baseline for future reduction efforts. The combined Scope 1 and Scope 2 emissions were 1,108 tonnes of CO2e in FY2024. The Group's target for FY2025 is a 1% decrease in carbon emissions for both combined Scope 1 and Scope 2.

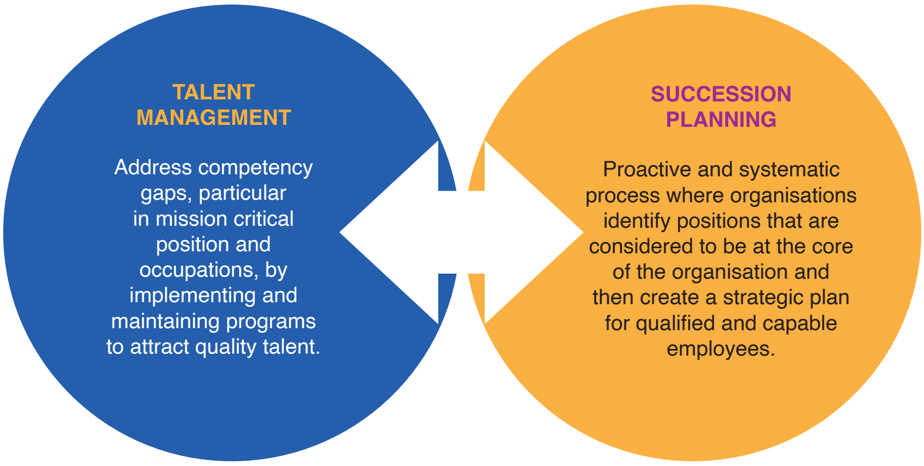
Carbon Emissions (tonnes of CO2e)	**FY2024**	**Methodology**
Scope 1 • Direct emissions from fuel combustion from our vehicle fleet	**757**	Data statistics
Scope 2 • Indirect emissions from purchased electricity consumed by all of Wong Fong's factories	**351**	Data statistics
Total Scope 1 and Scope 2 Emissions	**1,108**	Data statistics

SOCIAL

2. SUCCESSION PLANNING

Through a proactive and systematic process, Wong Fong identifies the core positions to our organization and creates a strategic plan for qualified and capable employees to fill in those core positions.

Wong Fong strives to ensure business continuity; thus, it has put in place a succession planning programme that continually grooms a pool of robust talents within the Group to be ready for its future needs and to handle future changes. We are of the view that such a robust preparatory programme will ensure their readiness to assume the mantle of leadership and solidify their willingness to place the Group's interest above all else.



3. EMPLOYEES & TALENT

Wong Fong recognises that people are our assets and are vital capital to achieving long-term sustainability and growth goals. As such, Wong Fong had invested a substantial amount of resources to nurture and develop our human capital. Staff welfare and well-being is also a key component of our management ethos.

The C2H committee was formed in January 2016 with the belief that healthy employees would lead to a more efficient and productive organisation. The C2H committee is responsible for organising many fun-filled activities to engage and encourage a healthy lifestyle among Wong Fong employees.

Our employees have benefitted from a range of activities throughout the year such as:

- Elmo Jolly Quest and Kukup Trips to allow employees to get together from different departments
- Fruits day
- Zumba & HIIT Workout to allow staff to maintain a healthy lifestyle

Caring for our employees also extends to their family members. Childcare bonus, capped at 2 children, is given to all staff whose child is 12 years old and below.

Wong Fong believes that working hand in hand with mutual respect for another is vital to the firm. To promote communications between employees, department heads are encouraged to hold team bonding activities at least once per calendar year.

Wong Fong has in place a career development programme to ensure that our employees are adaptable to changes and be future ready. All employees in the Group are given priority for internal transfer or secondment whenever there is a job vacancy. Employees stand to benefit from this arrangement as it widens their exposure and skill-sets across business functions. Local and overseas scholarships are also awarded to well-deserving and outstanding employees. Upon completion, the employee returns to Wong Fong and is groomed to take on greater responsibilities.

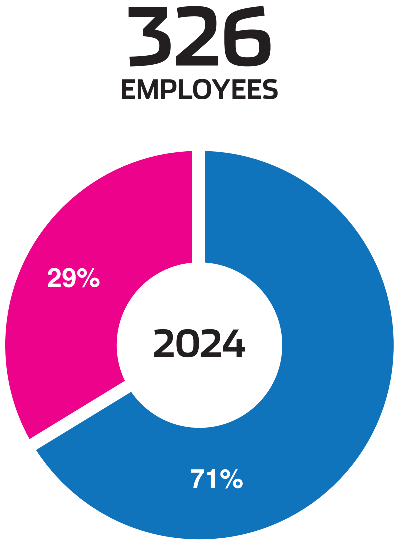
Aside from career development programme, we also provide opportunities for our employees to gain knowledge and skills beyond their job functions or requirements such as external courses on supervisory and problem-solving skills and language enhancement. All training processes are closely monitored and tracked by line managers and the human resource department to ensure that our employees' learning and development needs are adequately met.

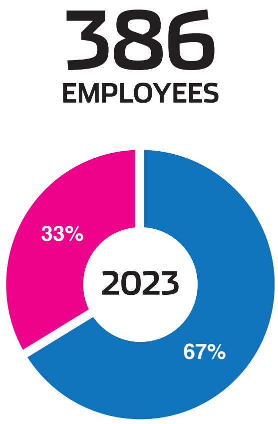
OUR PEOPLE

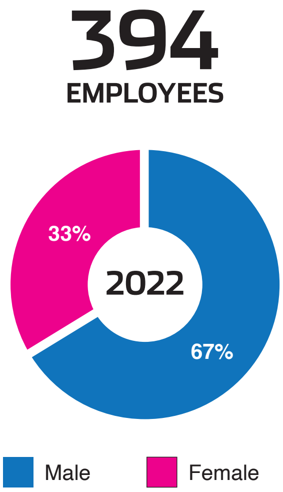
Our employees are our most important asset. Diversity within a workplace is important as it allows Wong Fong to expand its horizons with a wider range of insights and perspectives. As at 31 December 2024, the Group has a total headcount of 326 employees.

In terms of gender proportion, the gender distribution across our businesses is at a male to female ratio of 71:29 as at 31 December 2024. We have more male employees due to the inherent nature of being the providers of land transport engineering solutions and systems. Wong Fong advocates for an inclusive workplace through its age-diverse workforce that is fairly represented by employees from all age groups.

For Wong Fong, we have employees employed on either a full time or temporary basis. Out of the total headcount of 326 as at 31 December 2024, Wong Fong has 1 temporary employee.







Summary	FY2024	FY2023	FY2022
Total employees	**326**	386	394
Full time employees	**325**	386	390
Temporary employees	**1**	0	4
Male employees	**233**	258	263
Female employees	**93**	128	131

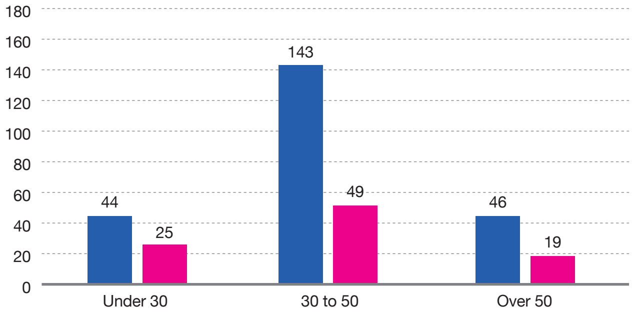
EMPLOYEES BY DIVERSITY AND GENDER

Total	FY2024	Male	Female
87%	Staff	72%	28%
9%	Managerial	62%	38%
4%	Management	77%	23%

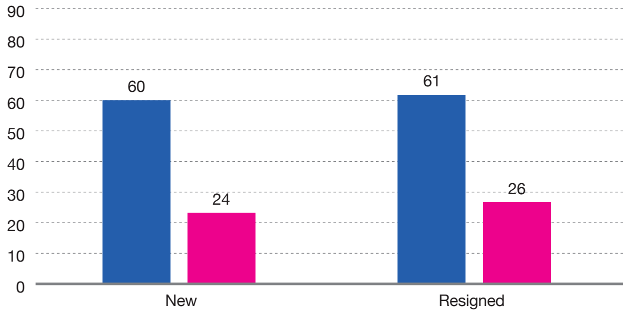
Total	FY2023	Male	Female
86%	Staff	67%	33%
10%	Managerial	58%	42%
4%	Management	75%	25%

Total	FY2022	Male	Female
82%	Staff	68%	32%
13%	Managerial	59%	41%
5%	Management	72%	28%

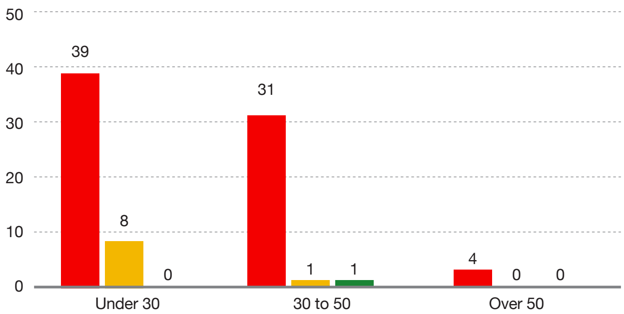
EMPLOYEES BY GENDER AND AGE GROUP FOR FY2024



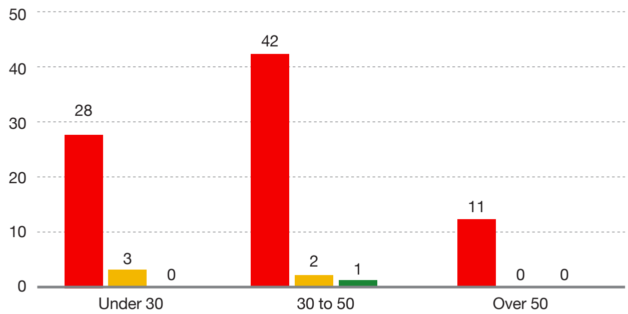
GROUP NEW HIRES AND LEAVERS FOR FY2024



NEW HIRES BY GEOGRAPHICAL REGION FOR FY2024



LEAVERS BY GEOGRAPHICAL REGION FOR FY2024



	FY2024		FY2023		FY2022	
	Male	Female	Male	Female	Male	Female
Full time employees	**232**	**93**	258	128	261	129
Temporary employees	**1**	**0**	0	0	2	2

	FY2024			FY2023			FY2022		
	Singapore	Malaysia	Myanmar	Singapore	Malaysia	Myanmar	Singapore	Malaysia	Myanmar
Full time employees	**291**	**24**	**10**	356	20	10	366	16	8
Temporary employees	**1**	**0**	**0**	0	0	0	4	0	0
Total	**292**	**24**	**10**	356	20	10	370	16	8

Singapore Malaysia Myanmar

4. HEALTH & SAFETY

Wong Fong has always placed safety as a top priority and we continuously strive to provide a healthy, safe and functional work environment for our people. Hence, we have established the Workplace, Safety & Health Committee ("**WSHC**") that is headed by a Board member, to adopt and inculcate the highest possible health and safety best practices throughout the workplace.

To help all employees discharge their duties safely and securely while observing health guidelines, regular and effective communication of information is provided and adequate resources are made available to all employees.

We have also invested in training and re-training programmes on safety awareness to instil and reinforce a safety-and-security-conscious culture at all levels.

The Environmental Health Safety ("**EHS**") committee will develop promotional programs aimed at demonstrating the Company's commitment to establish an effective safety management system that will provide and maintain a safe and healthy working environment. The EHS committee will review the promotional program periodically to determine the types of activities and events that are to be carried out.

WFA and WFE have been certified with bizSAFE Level Star and bizSAFE Level 3 respectively by the WSHC.

In FY2024, there were 15 (FY2023: 18) work-related incidents at Wong Fong in Singapore. None of the incidents resulted in work stoppages. There were no fatalities in both FY2024 and FY2023. For FY2025, we continue to target to maintain zero workplace fatalities. Our Operations Managers will constantly remind our staff to be careful at work. Wong Fong regularly sends its staff for workplace safety and first aid training.

For work-related incidents, we will carry out incident investigations. We have in place a systematic procedure to record, investigate and analyse incidents in order to determine underlying deficiencies and other factors contributing to the occurrence of such incidents. Our human resource department tracks and reports on industrial accidents to the Ministry of Manpower ("**MOM**"). Wong Fong takes all possible measures to prevent accidents, with an aim to achieve a zero-accident target.

5. PRODUCT SAFETY

Wong Fong's supply chain ensures a systematic approach in the control of purchases and warehousing activities, and ensures that materials, products and services supplied conform to customer's specifications and/or in-house requirements. The Group's suppliers are from both local and overseas. Wong Fong's dealerships are mainly overseas suppliers such as Palfinger, the world's leading brand for cranes, Dhollandia and Pöttinger.

Wong Fong's products meet all mandatory safety standards so as to ensure all products are not hazardous to the environment and the health and safety of consumers. Wong Fong inspects and tests all products specified to the product and legal requirements and implements the necessary controls to achieve and maintain the required standards. No products/works shall be released until all the activities specified in the Inspection & Test Plans have been satisfactorily completed and the associated records are available and authorized by the respective managers. Wong Fong also seeks to understand consumer's requirements in order to market quality products that consumers will buy and continue to use over a period of time.

All products sold have gone through thorough inspections by third party professional engineers and the Land Transport Authority to ensure lifting equipment and vehicles are properly mounted and safe for the road. There has been no incidence of non-compliance with regulations in FY2024 and FY2023. For FY2025, we target to have no incidence of non-compliance with regulations.

Suppliers Selection Criteria	Suppliers Categories/ Classification	Monitoring of Suppliers Performance
Price	Master active	Meet delivery schedule
Quality	Project basis	Terms of payment
Service	Ad-hoc basis	Response to instruction/ service
Delivery	Sub-con	Quality of goods
Prefer ISO certified company	Non-trade list	Price competitiveness
Prefer environmental compliant company		Environmental compliance

The table above shows the Group's supplier selection process which consists of different selection criteria. After each selection, the suppliers will be categorised and the selected suppliers will be monitored based on their performance during the year.

6. CUSTOMER SATISFACTION IN SERVICES AND PRODUCTS PROVIDED

Wong Fong is committed to deliver customer service excellence. Besides inspection by third parties, all products will be subjected to joint inspections with our customers to ensure completed works are functional and in compliance to contract agreement.

Meeting the needs of our customers is a key aim of our business, and our strategic approach is focused on achieving high quality of customer service and addressing complaints satisfactorily. To underscore our commitment in providing services and products that impart customer satisfaction, we conduct annual customer feedback surveys. All customer feedbacks are reviewed and monitored to ensure our continual improvement in delivering quality and reliable services and products.

In FY2024, we received a mix of compliments and negative feedbacks from our customers. Where we have done well, we strive to be even better, and where we have heard otherwise, we have taken action to investigate, improve and correct the situation.

MEMBERSHIP OF ASSOCIATIONS

The Group participates in various associations and business federations. A list of these is provided below:

- Singapore Vehicle Traders Association
- Singapore Chinese Chamber of Commerce & Industry
- Singapore Metal & Machinery Association
- Singapore Manufacturing Federation
- Waste Management & Recycling Association of Singapore
- Landscape Industry Association (Singapore)
- Singapore Transport Association
- Singapore Business Federation
- Singapore Cranes Association
- Environmental Management Association of Singapore
- Management Development Institute of Singapore (MDIS)
- MDIS Corporate Membership
- Strategic Association of Professional Training-Consulting Organisations (SAPTCO)

ECONOMIC AND GOVERNANCE

7. ETHICS & INTEGRITY

Ethics and integrity are critical to building trust between our stakeholders and management. We believe that every employee is a reflection of ourselves and it is vital that all employees embody our values and conduct themselves in a professional and ethical manner at all times. All policies are communicated to our employees through onboarding programmes and on an annual basis. Wong Fong has put in place policies to govern the behaviour and actions of employees in the Group.

Conflicts of Interest Policy	• Policy sets out to assist Directors and employees to avoid any conflicts of interest situations
Code of Dealing in Securities	• Guidelines to ensure best practices for buying, selling or dealing in Wong Fong securities • Guidelines on conduct in relation to dealing in securities that is prohibited under applicable laws
Code of Conduct & Anti-Corruption Policy	• Guidelines for conducting our business legally, ethically, with integrity and without fear nor favour
Whistle-Blowing Policy	• Mechanism accessible by all internal and external stakeholders to report concerns or any suspected wrongful acts
Interested Person Transaction Policy	• Guidelines to ensure all transactions with an interested person are carried out on arm's length basis
Data Privacy Policy	• Guidelines on Wong Fong's obligations and practices in the handling of Personal Data we collect and hold.

Any unethical or unlawful behaviour can have far-reaching impact for our Group, both in terms of financial and legal consequences as well as brand reputation. As such, all Wong Fong employees have to abide strictly by our Code of Conduct and Anti-Corruption Policy. Disciplinary actions will be enforced in the event of violations of this policy, including termination of employment in cases of serious breaches, and any other legal action such as fines, penalties, imprisonment or claims for damages that may follow as a result of any breach of prevailing laws and regulations. All policies have been reviewed by the management team and made known to all relevant employees during the orientation process. These policies are regularly being reviewed and updated as and when required.

	FY2024	FY2023	FY2022
Significant reported cases of misconduct	**Zero**	Zero	Zero
Corruption case	**Zero**	Zero	Zero
Whistle blowing case	**Zero**	Zero	Zero

All FY2024 targets were met. We aim to maintain the same for FY2025. Wong Fong does not engage in child labour or any other unethical means to provide business services. Wong Fong also does not engage business partners and suppliers that are known to use unethical means in their business process.

8. COMPLIANCE WITH REGULATIONS

Wong Fong has identified the main laws and regulations that materially affect our operations and the relevant regulatory bodies in Singapore, Malaysia and Myanmar. The Group has implemented effective internal controls and corporate governance frameworks that are reviewed on an annual basis. There was no incidence of non-compliance with laws and/or regulations in the social and economic area in FY2024 and FY2023. For FY2025, we target to have no incidence of non-compliance with laws and/or regulations in the social and economic area.

9. GOVERNANCE & ACCOUNTABILITY

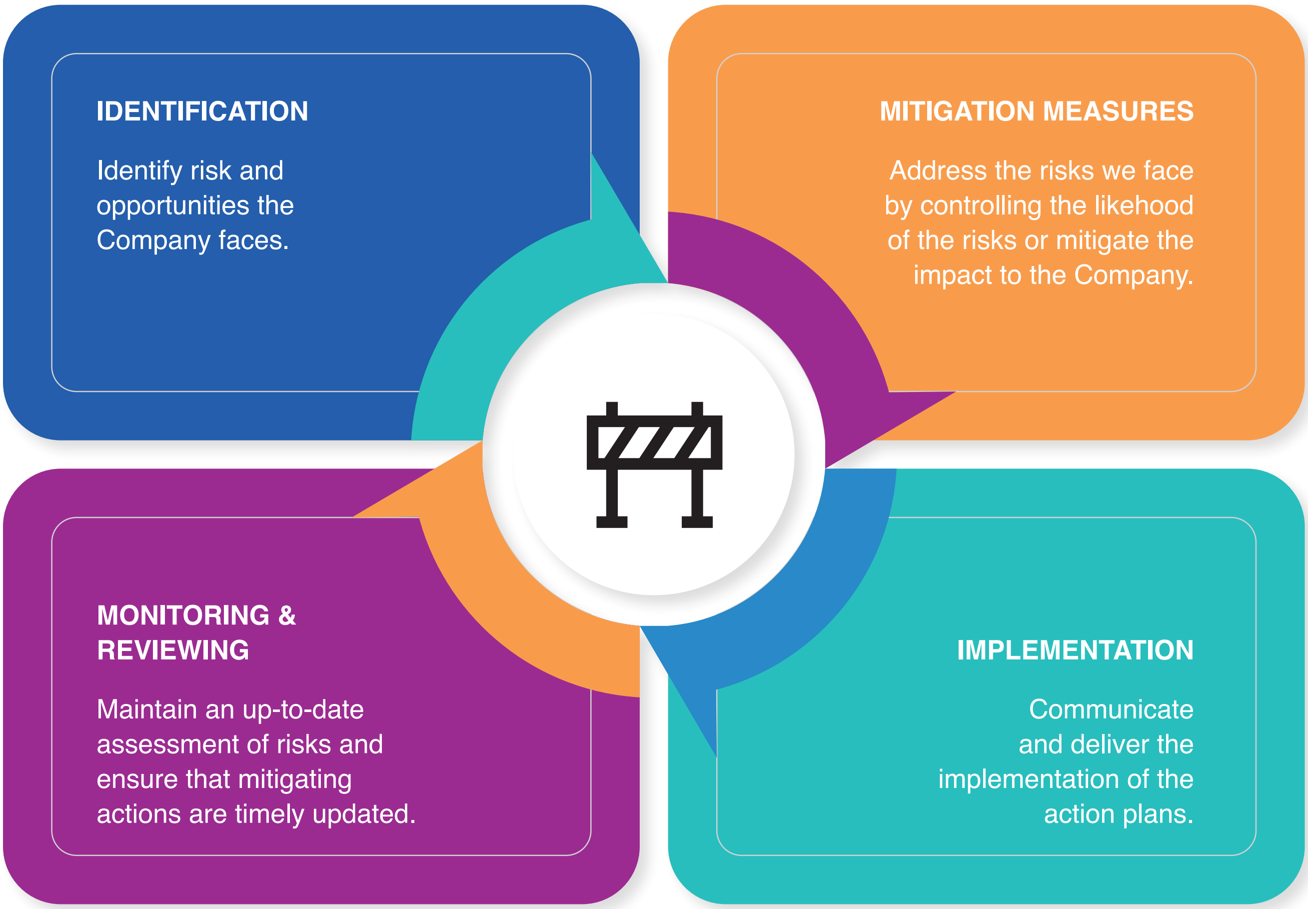
Wong Fong maintains a high standard of integrity, accountability and responsible governance and adheres to the Code of Corporate Governance 2018 and the Catalist Rules. Wong Fong complies with internal policies and internal audit processes which includes business conduct, insider dealing, risk management and fraud. More details can be found in the Corporate Governance report on pages 57 to 79 of this annual report.

10. RISK MANAGEMENT

Risk management forms an integral part of business management. The Group's risk management process consists of identification, mitigation measures, implementation, and monitoring and reviewing. The process takes into consideration both the impact and likelihood of the risks identified.

The process seeks to avoid incidents and enhance business outcomes by allowing us to:

- Understand the risk environment, identify the specific risks and assess the potential exposure for Wong Fong
- Determine how best to deal with these risks to manage overall potential threat
- Monitor and seek assurance over the effectiveness of the management of these risks and intervene for improvement where necessary
- Report up the management chain and to the Board on periodic basis on how principal risks are being managed, monitored and assured, with any identified enhancements that are being made



Business & Strategy Risks

Description of Risks	Managing of Risks
Strategy Risks	
• The Group is exposed to risks associated with its expansion plans such as mergers and acquisitions and setting up new business units.	• All new business collaborations, mergers and acquisitions are discussed robustly with the Board and senior management.
• Accordingly, the Group will not be able to provide assurance that all its future plans will be successful.	• Independent financial and legal due diligence, if applicable, are performed and presented to the Board and senior management before any major deal completion.
Competition Risks	
• Wong Fong operates in a competitive environment and faces competition from new and existing competitors based in Singapore and elsewhere.	• The Group strives to maintain competitiveness through carrying a wide range of products, maintaining a high level of engineering expertise and design capabilities, value brands and high levels of customer service.
• The principal competitive factors for the industry and the environment that we operate in include product quality, after-sales service, turnaround time, speed of delivery and pricing.	• Employees are regularly sent for skills upgrading and product knowledge training. Outstanding employees are provided with scholarships and they return to serve the Group thereafter.
• Our customers do not commit to definite and long-term purchase contracts for the various products and services we provide thus customers may also decide to make purchases from our competitors.	
Market & Political Risks	
• The Group currently operates in 3 countries and is exposed to inherent risks in doing business overseas such as unexpected changes in legislation, regulatory requirements and government policies.	• The Group monitors key economic indicators and keeps itself updated on business affected by policy changes.
• In addition, the business operations are also dependent on the economic, political, legal and other conditions in these countries.	• Close monitoring of the outlook of related industries in Singapore and overseas.
• Highly dependent on the level of activities in the infrastructure development, logistics, waste management and defence industries.	• Diversifying its business outside Singapore and expanding its range of services (e.g. training) would mitigate risks from a specific country or industry.

Description of Risks	Managing of Risks
Regulatory Risks	
• Our business is subject to various laws, rules and regulations in the countries that we operate in. • In addition, we require various licenses, permits and approvals to operate our business.	• The Group maintains close working relationships with the relevant statutory bodies, professionals and consultants to keep abreast with any regulatory changes. • All necessary licenses, permits and approvals are obtained and renewed on a timely basis in accordance with applicable rules and regulations.
Reputation Risks	
• The Group may face negative publicity if there is mishandling of transactions or events.	• The Group values its reputation and has put in place an open communication programme to ensure timely and effective communication of key information to its stakeholders. • Investor relations contacts are published in our corporate website to further strengthen the communication with stakeholders. • Key issues are surfaced to the management early in order to minimise the potential reputation fallout.
Business Continuity Risks	
• An organisation may face unforeseen incidents or disasters which prevent the continuation of the business operations.	• The Group seeks to mitigate the business continuity risks via country and business diversifications in order to reduce the potential impact from the fallout of any business unit. • The Group forms a Business Continuity Plan taskforce to deal with unforeseen incidents or disasters.
Foreign Labour Risks	
• Dependent on foreign labour and may face labour shortages or increased costs of labour for Singapore and overseas operations.	• The Group seeks to innovate and increase the usage of productivity methods and processes via training and equipment upgrading. • The Group intends to increase the recruitment and training of locals wherever possible.
Intellectual Property (IP) Rights Risks	
• Subject to claims for infringement of third parties' IP rights or may not be able to protect IP rights.	• The Group has registered, and has applied to register trademarks and patents in Singapore on a timely basis to ensure protection of IP rights.

Financial Risks

Description of Risks	Managing of Risks
Liquidity Risks	
• The Group funds its growth and operations through a combination of shareholders' equity (including accumulated profits), net cash generated from operating activities and bank borrowings.	• The Group monitors its net operating cash flow regularly and maintains a level of cash and cash equivalents that is required to meet its daily working capital needs. • In addition, the Group manages debt financing proactively to ensure financing requirements are met as and when required. • There are existing standing arrangements with the Group's bankers to furnish credit and working capital lines when required.
Foreign Exchange Risks	
• The Group has transactional currency exposure arising from sales or purchases that are denominated in a currency other than the respective functional currencies of the entities within the Group.	• The Group undertakes hedging transactions to minimise foreign exchange rate fluctuations. • The Group also works closely with the bank's treasury department to ensure that foreign exchange exposure is minimised. Wherever viable, the Group would adopt similar foreign currency for the buying and selling of the imported product.
Interest Rate Risks	
• The Group is exposed to interest rate fluctuations from bank borrowings.	• The Group's cash balances are placed with reputable banks. • For bank borrowings, the Group ensures it secures the most favourable interest rates available without increasing its foreign currency exposure. • The Group regularly reviews and, where possible, restructures, its loans to ensure that borrowing costs are minimised.

Description of Risks	Managing of Risks
Capital Structure Risks	
• In managing capital, the Group's objective is to ensure the going concern of the Group and to maintain an optimal capital structure. • The capital structure of the Group consists of loans and borrowings, issued share capital and retained earnings.	• The Group pools its cash resources and regularly monitors its debt and equity levels and, by doing so, aims to minimise the Group's cost of capital. • In order to maintain or achieve an optimal capital structure, the Group may issue new shares, reduce external borrowings and/or adjust the dividend payment to Shareholders.
Price Risks	
• Material costs may fluctuate in accordance with changes in global supply and demand. • A significant rise in the prices of materials may adversely affect the Group's profit margin.	• The Group manages its price risks by fixing its material prices upon contract confirmation and may have a price adjustment arrangement with its suppliers and/or clients should there be substantial fluctuations in the prices of materials.
Cost Overruns Risks	
• Unforeseen additional costs such as price fluctuations, increase in labour costs and/or omission in estimation of internal costing may arise.	• Key project costings are reviewed and approved by senior managers and where applicable, the management team. Material costs are locked in with the respective suppliers upon contract confirmation. • Work-in-progress and labour costs are monitored on a regular basis to minimise and contain any potential cost overrun.

Operational Risks

Operational Risks	
• The Group's operations are exposed to the risk of equipment failure, risk of failure by employees to follow procedures and protocols as well as inherent risks in operating equipment and machinery, resulting in damage to or loss of any relevant machines, equipment or facilities required in a project or personal injury.	• The Group strives to minimise unexpected losses and manages losses through standard operating procedures. • The Group has been awarded ISO 9001:2015 and ISO 17020:2012 certification locally. • It has also achieved ISO 14001:2015 certification for its environmental management system to preserve natural resources and minimise wastage.

Description of Risks	Managing of Risks
People Risks	
• The Group is dependent on key management and skilled personnel for its continual success and growth. The success and growth to-date is largely attributed to the contributions and expertise of the Executive Directors and key management personnel, all of whom have extensive experience in the Group's business and relevant industries.	• The Group provides employees with career development opportunities and work-life balance so as to ensure that human capital are nurtured and retained. Succession plans for senior management will be reviewed regularly by the Board.
• Resignation and loss of the services of any Executive Directors or key management personnel without suitable and timely replacement or the inability to attract and retain qualified management personnel, may materially and adversely affect the Group's business, results of operations and prospects.	• Talented employees are identified and groomed to take on managerial positions early in their career. • Outstanding employees are offered overseas or local bonded scholarships.
Alliance Risks	
• Distribution arrangements with major suppliers may be terminated by suppliers upon serving the requisite notice.	• The Group maintains cordial working relationships with business partners and agrees with business partners in advance on the duties and obligations of each party.
• No assurance that the Group will be able to renew these arrangements on acceptable terms and that these arrangements may be terminated prematurely or modified to the Group's detriment for whatever reasons.	• Other than trading of the products it distributes, the Group also provides after-sales service and maintenance support to its customers, hence adding value to both the suppliers and customers.
• The loss of the distributorship without suitable replacement may have an adverse impact on the Group's results of operations and financial position.	
Insurance Risks	
• The Group's existing insurance coverage may not be sufficient to indemnify against losses in all events.	• The Group conducts insurance review with insurance agents on annual basis to ensure adequate and comprehensive insurance coverage.
• The occurrence of certain incidents, including fraud, misconduct committed by employees or third parties, severe weather conditions, earthquakes, fire, war, flooding and power outages may not be covered adequately.	

Description of Risks	Managing of Risks
Litigation Risks	
• The Group is exposed to the risk of litigation by customers, suppliers, employees and other persons, including the risk of joint third parties to litigation actions or involvement in frivolous claims. • The Group may incur additional costs in the event of disputes, claims, defects or delays and claims for infringement of third parties' intellectual property rights.	• All contracts and agreements are reviewed via a 4-eye principle process. • Material contracts and agreements are reviewed and approved by 2 management team members prior to signing. • The management would consult legal professionals should there be a need. • The management would purchase insurance as required by law.
Delivery Risks	
• Dependent on the timely delivery of the load handling systems, waste management systems and other related engineering equipment and products distributed. • Any significant delay or disruption in the delivery of products by suppliers may result in material adverse impact on the business.	• Any significant delivery delay is usually highlighted to the supply chain in advance. Thereafter, the Group would work closely with the clients and suppliers to ensure that any potential business disruptions are minimised. If absolutely necessary, the supplier may decide to utilise airfreight or liaise with other customers globally for an equipment swap or loan.
Quality Control Risks	
• Wong Fong's projects are subject to stringent international quality codes and standards and certification for quality control.	• The Group ensures that the products sold comply with stringent quality control codes and standards prescribed by international professional bodies and industry institutions. • The Group ensures that the products it sources and their manufacturers' processes and quality control regime comply with the rigorous international standards and certifications required by customers.

Environmental Risks

Description of Risks	Managing of Risks
Climate Change Risks	
• Climate-related risks are defined as the potential negative impacts of climate change on businesses, governments and society. • Climate change is a significant geopolitical risk that can affect global stability.	• Ensuring that climate change is considered at all levels of business will contribute greatly to addressing this global environmental problem.
Health and Safety Risks	
• Workplace hazards may cause serious injury or result in a loss of life.	• The Group has set up WSHC to control and monitor such risks, as well as communicating them to all employees.
• Workplace hazards include moving parts of machinery, working at heights, slippery floors, electric energy, excessive noise, toxic or flammable substances, and lifting heavy objects.	• The WSHC identifies safety and health hazards associated with work, assesses the level of risks involved, and prioritises measures to mitigate the potential hazards. • The WSHC meets regularly to control and monitor health and safety risks and ensures the risks identified are communicated to employees. Any significant health and safety risks are highlighted to the management. • Employees will be sent for health and safety re-training.

Compliance Risks

Compliance Risks	
• Wong Fong is subject to various laws, rules and regulations in the countries it operates in such as the continuing listing obligations of the SGX-ST and the Companies Act 1967 of Singapore.	• The Company has implemented effective internal controls and corporate governance frameworks that are reviewed on an annual basis. • Whistle-blowing policy and annual declaration by staff on ethics had been implemented. • Other than the engagement of statutory auditors, the Group also engaged CLA Global TS to conduct an annual review of its internal controls and reported their findings to the Audit Committee.

Information Technology Risks

Description of Risks	Managing of Risks
Information Technology Risks	
• Information technology ("**IT**") risks includes hardware and software failure, spam, viruses and malicious attacks.	• The Group's IT department and its external consultants periodically conduct a review and update of the Group's IT system including the overall integrity of its data and security. Where necessary, the Group would upgrade its IT infrastructure. • It has adopted the necessary IT controls to alleviate the risks and has arranged for all relevant employees to attend IT Security Awareness training.

TCFD CONTENT INDEX

TCFD Pillar/Recommendation	Key Points	Page
Governance		
a) Describe the board's oversight of climate-related risks and opportunities.	The Board provides oversight of the Company's sustainability strategy, and approves the sustainability-materiality issues which includes climate change issues. The Board is updated on the strategy, plans and performance annually, and approves the sustainability report which provides disclosures on the Company's climate change agenda.	20
b) Describe management's role in assessing and managing climate-related risks and opportunities	Management of climate change comes under the responsibility of the Chief Financial Officer ("**CFO**"), who reports to the Group CEO. The climate and environment portfolio is headed by the CFO. The governance structure for climate-related matters includes the SSC for all review of climate-related policies, strategies, plans and risk monitoring.	20
Strategy		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Our internal risk assessments have identified a list of material climate change risks and opportunities. Financial impacts from identified climate-related risks and opportunities provide basis for us to stress-test and enhance the resilience of our strategy and risk management approaches.	26 to 33
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Raising the use of renewable energy has been a priority to lower the Company's carbon footprint. Wong Fong has installed solar panels on the roof of all our factories in Singapore with a view to raise our use of renewable energy.	

<table>
<tr><th>TCFD Pillar/Recommendation</th><th>Key Points</th><th>Page</th></tr>
<tr><td>c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</td><td>Wong Fong endeavours to conduct a qualitative scenario analysis in the subsequent reports.</td><td>-</td></tr>
<tr><td colspan="3">Risk Management</td></tr>
<tr><td>a) Describe the organization’s processes for identifying and assessing climate-related risks.</td><td rowspan="2">The Group has a consistent approach to risk assessment throughout its operations. The Group’s risk management process consists of identification, mitigation measures, implementation, and monitoring and reviewing. The process takes into consideration both the impact and likelihood of the risks identified.</td><td rowspan="2">42 to 50</td></tr>
<tr><td>b) Describe the organization’s processes for managing climate-related risks.</td></tr>
<tr><td>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.</td><td>In the near future, Wong Fong has plans to integrate climate-related risks into its Risk Management Framework, explore climate scenario analysis options and develop a climate risk policy.</td><td>-</td></tr>
<tr><td colspan="3">Metrics and Targets</td></tr>
<tr><td>a) Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process.</td><td>The Group uses the following metrics to assess the climate-related risks and measure its performance against the targets:
• energy management;
• water management;
• waste management.
• emissions (Scope 1 and 2).</td><td rowspan="3">26 to 32</td></tr>
<tr><td>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</td><td><table><tr><th>Emissions</th><th>FY2024</th></tr><tr><td>Scope 1 emissions (tCO2 e)</td><td>757</td></tr><tr><td>Scope 2 emissions (tCO2 e)</td><td>351</td></tr><tr><td>Total emissions (tCO2 e)</td><td>1,108</td></tr></table></td></tr>
<tr><td>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</td><td>The Group’s target is to reduce water and energy use intensity by 10% by FY2027 using FY2022 as the baseline year. For carbon emissions for both Scope 1 and Scope 2, the Group’s target is to reduce by 1% using FY2024 as the baseline year.</td></tr>
</table>

ORGANISATIONAL PROFILE

GRI Ref.	GRI Indicator	Page Reference	Report Section
GRI 102: General Disclosures			
102-1	Name of the organisation	Front Cover	Annual Report Front Cover
102-2	Activities, brands, products and services	Pages 2 to 5	Our Business
102-3	Location of headquarters	Back Cover	Annual Report Back Cover
102-4	Location of operations	Page 17	Corporate Structure
102-5	Ownership and legal form	Page 17 Pages 143 to 144	Corporate Structure Shareholding Statistics
102-6	Markets served	Pages 8 to 11	Operations and Financial Review
102-7	Scale of the organisation	Pages 8 to 11 Page 34	Operations and Financial Review Sustainability Report: Employees & Talent
102-8	Information on employees and other workers	Pages 35 to 37	Sustainability Report: Our People
102-9	Supply chain	Page 39	Sustainability Report: Product Safety
102-10	Significant changes to the organisation and its supply chain	NA	There are no significant changes
102-11	Precautionary principle or approach	Pages 42 to 50 Pages 57 to 79	Sustainability Report: Risk Management Corporate Governance Report
102-12	External initiatives	Pages 57 to 79 Pages 35 to 37	Corporate Governance Report Sustainability Report: Our People
102-13	Membership of associations	Page 40	Sustainability Report: Membership of Associations

STRATEGY

GRI Ref.	GRI Indicator	Page Reference	Report Section
102-14	Statement from senior decision-maker	Page 19	Sustainability Report: Board Statement

ETHICS AND INTEGRITY

102-16	Values, principles, standards, and norms of behaviour	Page 41	Sustainability Report: Ethics & Integrity

GOVERNANCE

102-18	Governance structure	Page 20	Sustainability Report: Senior Management Engagement
102-20	Executive-level responsibility for economic, environmental, and social topics	Page 19	Sustainability Report: Board Statement
102-21	Consulting stakeholders on economic, environmental, and social topics	Page 19 Pages 23 to 24	Sustainability Report: Board Statement Sustainability Report: Stakeholder Engagement

STAKEHOLDER ENGAGEMENT

GRI Ref.	GRI Indicator	Page Reference	Report Section
102-40	List of stakeholder groups	Pages 23 to 24	Sustainability Report: Stakeholder Engagement
102-41	Collective bargaining agreements	NA	None of the Group’s employees are covered by collective bargaining agreements
102-42	Identifying and selecting stakeholders	Pages 23 to 24	Sustainability Report: Stakeholder Engagement
102-43	Approach to stakeholder engagement	Pages 23 to 24	Sustainability Report: Stakeholder Engagement

REPORTING PRACTICE

GRI Ref.	GRI Indicator	Page Reference	Report Section
102-44	Key topics and concerns raised	Pages 23 to 24	Sustainability Report: Stakeholder Engagement
102-45	Entities included in the consolidated financial statements	Pages 80 to 142	Annual Report: Financial Statements
102-46	Defining report content and topic boundaries	Page 18	Sustainability Report: Sustainability at Wong Fong
102-47	List of material topics	Page 22	Sustainability Report: Materiality Matrix
102-48	Restatements of information	NA	There were no restatements of information
102-49	Changes in reporting	NA	There were no changes in reporting
102-50	Reporting period	Page 20	Sustainability Report: Our Sustainability Framework
102-51	Date of most recent report	NA	11 April 2024
102-52	Reporting cycle	Page 18	Sustainability Report: Sustainability at Wong Fong
102-53	Contact point for questions regarding the report	Page 18	Sustainability Report: Sustainability at Wong Fong
102-54	Claims of reporting in accordance with the GRI Standards	Page 18	Sustainability Report: Sustainability at Wong Fong
102-55	GRI content index	Pages 52 to 56	Sustainability Report: GRI Content Index
102-56	External assurance	Page 18	Sustainability Report: Sustainability at Wong Fong

GRI Ref.	GRI Indicator	Page Reference	Report Section
GRI 103: Management Approach			
103-1	Explanation of material topics and its boundary	Page 18 Page 22	Sustainability Report: Sustainability at Wong Fong Sustainability: Materiality Matrix
103-2	The management approach and its components	Pages 26 to 50	Sustainability Report: • Ethics & Integrity • Compliance with Regulation • Governance & Accountability • Risk Management • Succession Planning • Employees & Talent • Health & Safety • Product Safety • Customer Satisfaction of Services and Products Provided • Climate Change
103-3	Evaluation of the management approach	Pages 26 to 50	Sustainability Report: • Ethics & Integrity • Compliance with Regulation • Governance & Accountability • Risk Management • Succession Planning • Employees & Talent • Health & Safety • Product Safety • Customer Satisfaction in Services and Products Provided • Climate Change

TOPIC-SPECIFIC DISCLOSURES

GRI Ref.	GRI Indicator	Page Reference	Report Section
GRI 201: Economic Performance			
201-1	Direct economic value generated and distributed	Page 11	Annual Report
GRI 401: Employment			
401-1	New employee hires and employee turnover	Pages 35 to 37	Sustainability Report: Our People
GRI 403: Occupational Health and Safety			
403-3	Occupational health services	Page 38	Sustainability Report: Health & Safety
GRI 405: Diversity and Equal Opportunity			
405-1	Diversity of governance bodies and employees	Pages 35 to 37	Sustainability Report: Our People
GRI 416: Customer Health and Safety			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page 39	Sustainability Report: Product Safety
GRI 419: Socioeconomic Compliance			
419-1	Non-compliance with laws and regulations in the social and economic area	Page 42	Sustainability Report: Compliance with Regulation

The Board of Wong Fong firmly believes that good corporate governance is essential to the long-term sustainability of the Group's businesses, as well as promoting and safeguarding the interest of its shareholders ("**Shareholders**") and other stakeholders.

The Group has adopted and complied with the principles of the Code of Corporate Governance 2018 ("**Code**"). Where there are deviations from the provisions of the Code, we have provided the reasons for such deviation and explanations on how the Group's adopted practices remain consistent within the intent of the relevant principle, where appropriate.

BOARD MATTERS

THE BOARD'S CONDUCT OF 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 is charged with promoting the success of the Company by directing and supervising its affairs in a responsible and effective manner. Every Director has a duty to act in good faith and exercise independent judgement in the best interests of the Company. In furtherance of this principle, the Board has adopted a code of conduct and ethics, set appropriate tone-from-the top and desired organizational culture, and ensured proper accountability within the Group. Directors are not to allow themselves to be placed in a position of conflict of interest. Directors facing conflicts of interest must recuse themselves from discussions and decisions involving the issues of conflict. The Directors are aware of their responsibilities to all stakeholders of the Company.

The key roles and responsibilities of the Board include:

- guiding the formulation of the strategic direction and objectives of the Group as well as operational initiatives;
- overseeing and setting the processes of internal controls (including financial, operational, compliance and information technology controls) and risk management systems and to ensure that the processes are adequate and effective;
- reviewing financial plans, major acquisitions and divestments, funding and investment proposals;
- monitoring the performance of the Company's management ("**Management**");
- setting the Company's values and standards (including ethical standards);
- reviewing and approving interested person transaction(s) falling within the scope of the Catalist Rules;
- assuming responsibility for corporate governance; and
- considering sustainability issues relating to environmental, social and governance aspects of the Group's business and strategy.

The Board exercises due diligence and independent judgement in dealing with the business affairs of the Group and makes objective decisions in the best interests of the Company. The Board has the appropriate core competencies and diversity of experience to allow them to contribute effectively.

As at the date of this annual report, the Board comprises:

Mr Pao Kiew Tee (Independent Chairman)
Mr James Liew (Co-Founder and Group CEO)
Mr Liew Chern Yean (Executive Director)
Mr Eric Lew (Non-Executive Non-Independent Director)
Mr Wong Chit Chong (Independent Director)

BOARD COMMITTEES

To assist the Board in the discharge of its responsibilities, the Board is supported by 3 Board Committees, namely the Audit Committee ("**AC**"), the Remuneration Committee ("**RC**") and the Nominating Committee ("**NC**"), which have been constituted with clearly written terms of reference. Each of the Board Committee is chaired by an Independent Director and reports to the Board.

Each Board Committee plays an important role in ensuring sound corporate governance in the Group. Minutes of Board Committee meetings are available to all Board members who are kept updated as to the proceedings and matters discussed during such meetings.

Details of other Board Committees are as set out below:

1. NC (Principle 4);

2. RC (Principle 6); and

3. AC (Principle 10).

BOARD MEETINGS

The Board meets regularly and as warranted by circumstances. The schedule of all the Board and Board Committee meetings as well as the Company's annual general meeting ("**AGM**") are planned in advance to allow Directors to plan ahead to attend such meetings, so as to maximise participation. During the Board meetings, the Directors actively participate and discuss matters requiring their attention and decisions. The Board also meets informally as and when needed to discuss business matters requiring their attention.

The Company's constitution ("**Constitution**") provides for Directors to conduct meetings by telephone, video conference or other methods of simultaneous communication.

For FY2024, the number of Board and Board Committee meetings held and the attendance of Directors at these meetings, are disclosed as follows:

	Board	Audit Committee	Nominating Committee	Remuneration Committee
Number of meetings held	2	3	1	1
Number of meetings attended:				
Mr James Liew	2	2*	1*	1*
Mr Liew Chern Yean	1	1*	–	–
Mr Eric Lew	2	3	1	1
Mr Pao Kiew Tee	2	3	1	1
Mr Wong Chit Chong	2	3	1	1

* Attendance by invitation of the respective committee

The Company has established guidelines governing matters that require the Board's approval. The Board approves transactions based on the delegation of authority matrix which provides clear direction to the Management on matters requiring the Board's specific approval, including:

- material acquisition and disposal of assets/investments;
- annual budget and business plan of the Group;
- capital expenditure, investment or divestment exceeding S$1.0 million;
- material financial/funding arrangements;
- issuance of shares; and
- declaration of dividends.

The delegation of authority is reviewed on a regular basis and revised accordingly when necessary.

TRAINING FOR DIRECTORS

All newly appointed Directors are given appropriate orientation and briefings by the Management on the business activities of the Group. Upon appointment, the Company conducts a comprehensive orientation programme to familiarise the new Director with his/her roles and responsibilities as well as the business of the Group. Such orientation programmes include the mandatory training as prescribed by the SGX-ST under Rule 406(3)(a) of the Catalist Rules for first-time Directors who have no prior experience as a director of a company listed on the SGX-ST, site visits to the main operating premises of the Group and meetings with key Management.

The Directors are kept continually and regularly updated on the Group's businesses, new laws and regulations and industry-specific environments in which the entities of the Group operate, through in-house trainings or external courses. News releases issued by the SGX-ST and the Accounting and Corporate Regulatory Authority ("**ACRA**") relevant to the Directors are also circulated to the Board.

The Directors are also encouraged to participate in industry conferences, seminars, courses and training programmes which are relevant to their duties at the Company's expense. In addition, the Directors will be briefed on any updates to the regulatory and reporting requirements such as the Code and financial reporting standards by the relevant professionals. All Directors have completed the training on Environmental, Social and Governance as required by the enhanced SGX sustainability reporting rules announced in December 2021.

ACCESS TO COMPLETE, ADEQUATE AND TIMELY INFORMATION

The Management is cognizant of the importance of providing complete and adequate information to the Directors on a timely basis to enable them to make informed decisions to discharge their duties and responsibilities. Prior to any meetings, Board and Board Committee papers are disseminated to the Directors to allow them sufficient time to prepare for the items to be discussed during the meetings. Management staff are also invited to attend Board meetings to provide additional insight to matters raised and to respond to any queries that Board members may have.

The Directors are updated regularly on the Group's developments, business, financial performance and prospects during formal and informal meetings. The Management provides the Board with half year and full year financial statements, annual budgets and explanations on any material variance between the projections and actual results. Apart from the scheduled Board and Board Committee meetings, the Directors may meet on an ad-hoc basis to deliberate on matters relating to the Group's strategic developments and material transactions such as acquisitions or joint ventures. For such meetings, the Management will ensure that information such as background or explanatory materials relating to matters to be discussed, financial analysis and recommendations of the Management are provided to the Directors in advance. The Directors have separate and independent access to the Management, the Company Secretary and may request for clarifications and additional information where required. The Directors may, either individually or as a group, in the furtherance of their duties, take independent professional advice at the Company's expense.

The Board is responsible for providing a balanced and understandable assessment of the Group's performance, position and prospects including interim and other price-sensitive public reports, and reports to regulators (if required).

The Management provides the Board with the Group's financial information periodically and updates the Board on key business issues to enable the Board to make a balanced and informed assessment of the Group's financial performance, position and prospects.

The Company prepares its financial statements in accordance with the Singapore Financial Reporting Standards (International). The Board reviews and approves the half year and full year financial results announcements and all other announcements before releasing them on SGXNET. In the announcement of financial results, the Board provides detailed analysis of the Group's financial performance, position and cash flow as well as a commentary on the Group's prospects. Other price-sensitive information is also disseminated to Shareholders through announcements via SGXNET, press releases and the Company's website.

The Board reviews and takes adequate steps to ensure compliance with legislative and regulatory requirements under the Catalist Rules. For the half year financial results announcement, the Board provides a negative assurance statement to Shareholders, confirming to the best of its knowledge that nothing had come to the attention of the Board which might render the financial statements false or misleading in any material aspect.

COMPANY SECRETARY

The company secretary supports the Chairman, the Board and the Board Committees by ensuring good information flow and that Board policy and procedures are followed. The company secretary and/or his/her representatives attend Board and Board Committee meetings, prepares meeting agendas and minutes of meetings and advises the Board on governance matters and facilitates the induction and professional development of the Directors.

The company secretary also plays an essential role in the relationship between the Company and the Directors, including assisting the Board in discharging its obligations to Shareholders.

The appointment and removal of the company secretary is subject to the approval of the Board as a whole.

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 Board reviews the size and composition of the Board, in ensuring effective decision-making by taking into account the scope and nature of the operations of the Group.

REVIEW OF DIRECTORS' INDEPENDENCE

The Chairman is an Independent Director and Non-Executive Directors make up a majority of the Board, which complies with the relevant guidelines of the Code. As such, the NC believes that there is a strong and independent element on the Board and no individual or small group of individuals dominate the Board's decision-making.

Each Independent Director is required to complete a Director's independence checklist annually to ensure their independence based on the guidelines as set out in the Code. The NC will be responsible for determining on an annual basis, and as and when circumstances require, whether or not a Director is independent as set out in the Code, taking into account whether a Director has any existing business or professional relationship of a material nature with the Group, other Directors and/or substantial Shareholders.

The NC has assessed the independence of the Independent Directors and noted that the Independent Directors are independent in conduct, character and judgement, and have no relationship with the Company, its related corporations, its substantial Shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of their independent business judgement in the best interests of the Company. None of the Independent Directors is a director of the Company's subsidiaries.

As at the date of this annual report, none of the Independent Directors has served on the Board for more than 9 years from the date of their first appointment. The NC is responsible for the annual review of the size and composition of the Board and the Board Committees. The NC endeavors to include in the Board, members with diverse backgrounds, mix of skills, industry experience, core competencies and knowledge of the Group, as well as other aspects of diversity such as gender and age.

Having considered the scope and nature of the Company's operations, as well as the Group's business requirements, the Board believes that for FY2024, the composition and size of the Board and the Board Committees are appropriate to ensure effective decision making and to foster constructive debate, thereby avoiding groupthink.

BOARD DIVERSITY POLICY AND BOARD COMPOSITION

The Board views diversity at the Board level as an essential element for driving value in decision-making and actively seeks to maintain an appropriate balance of expertise, skills and attributes among the Directors. The Board is constantly on the lookout to achieve the necessary balance and diversity to maximise the Board's effectiveness, and the NC reviews the composition of the Board annually to ensure that the Board comprises members from different backgrounds whose core competencies, qualifications, skills and experiences meet the requirements of the Group at the point in time. All Board appointments are made based on merit, taking into consideration the skills, experience, independence and knowledge which the Board as a whole requires to be effective. The current Board composition reflects the Company's commitment to Board diversity.

Pursuant to Rule 710A of the Catalist Rules, based on the recommendations of the NC, the Company has adopted a board diversity policy (the "**Board Diversity Policy**") that addresses the balance of gender, skills, experience and other relevant aspects of diversity, to enhance and strengthen the quality of the Board's composition and its contribution to the Group. The Board Diversity Policy covers the following:

- Age

  The NC ensures that the Board comprises Directors from age groups ranging from 50s to 70s and targets to maintain so for the financial year ending 31 December 2025 ("**FY2025**"). The Company believes that age diversity results in a broad spectrum of thoughts and views in Board and Board Committees deliberations. For FY2024, the Board achieved its goal of having board representation from 3 age groups, as it comprises 1 Director below 55 years old, 1 Director aged between 55 to 65 years old and 3 Directors who are above 65 years old. As and when the need for a new Director arises, the Board will use reasonable endeavors to source for suitable candidates with relevant knowledge while also being mindful of age diversity.

- Independence

  The NC ensures that Independent Directors and Non-Executive Directors collectively make up a majority of the Board and targets to maintain such level of independent representation for FY2025. The Independent Directors actively participate in setting strategies and goals for the Company, reviewing the performance of the Management in meeting agreed goals and objectives, and monitoring the Company's business, financial and operational performance. In addition, the Independent Directors and Non-Executive Directors meet regularly and on an as-needed basis without the presence of the Management to discuss matters including corporate governance initiatives, board processes, succession planning and leadership development, performance management, the remuneration of Executive Directors as well as to provide feedback to the Chairman and/or the Board as appropriate. For FY2024, the Board comprises 2 Independent Directors (including Chairman), 1 Non-Executive Non-Independent Director and 2 Executive Directors.

- Skills and experience

  The NC assesses on an annual basis the skillset of the Board to ensure that the skills of the Directors remain relevant to the business of the Group. The Company aims to maintain the current level of skills and expertise for FY2025. For FY2024, the Board comprises Directors who, as a group, possess a majority of the identified core skills and experience in areas such as accounting and finance, business and management experience, industry knowledge, strategic planning and experience in customer relationship management.

- Gender

  The Board recognises that for FY2024, it comprises only male Directors as its current Directors have been assessed to, based on other aspects of diversity, provide the mix of skills, knowledge, expertise and other attributes appropriate and beneficial in view of the Company's needs at the time of assessment. As part of its Board Diversity Policy, for FY2025, the Company intends to have at least 1 female representation on its Board and has begun its search for suitable candidates.

The Board has reviewed and is satisfied that for FY2024, the current size and composition of the Board and Board Committees are appropriate for effective decision-making, having taken into consideration the nature and scope of the Group's operations, the balance and diversity of the Directors' skills, competencies, experience, and knowledge of the Group, among other factors. The NC will also continue to review the Board Diversity Policy, as appropriate, to ensure its effectiveness, and will recommend appropriate revisions to the Board for consideration and approval as and when the need arises.

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.

The Chairman and the CEO of the Company are separate persons, thus maintaining effective segregation of duties and ensuring an appropriate balance of power and authority for independent decision making. The Chairman, Mr Pao Kiew Tee, is an Independent Director and also chairs the AC. The Chairman and the Group CEO, Mr James Liew, are not related to each other.

There is a clear separation of the roles and responsibilities between the Chairman and the Group CEO. The Chairman, Mr Pao Kiew Tee leads the Board to ensure its effectiveness on all aspects of its role. He sets the agenda for the Board meetings in consultation with the senior Management and the Company Secretary. He also facilitates the effective contribution of the Directors and ensures effective communications with Shareholders. He takes a lead role in promoting high standards of corporate governance with support from the Directors, the Company Secretary and the Management.

The Group CEO, Mr James Liew bears executive responsibility for the Group's business and implements the Board's decision. Mr James Liew is also responsible for the business direction and operational decisions of the Group.

The roles of the Chairman and the Group CEO are kept separate to ensure an appropriate balance of power and increased accountability of the Board for independent decision-making.

Given that the Chairman is independent, no lead independent director was appointed. The Chairman is available to Shareholders where they have concerns for which contact through normal channels of communication with the Management is inappropriate or inadequate.

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.

As at the date of this annual report, the NC comprises the following Non-Executive Directors:

Mr Wong Chit Chong (Chairman)
Mr Pao Kiew Tee
Mr Eric Lew

The majority of the NC, including its Chairman, are independent.

The quorum shall be any 3 members, including the Chairman of the NC. Any decision by the NC shall be by majority present and voting and the Chairman of the NC shall have the casting vote in the event of an equality of votes.

ROLES AND RESPONSIBILITIES OF THE NC

The key terms of reference of the NC include the following:

- reviewing and recommending the appointment of new Directors and key management personnel and re-nomination of the Directors having regard to their contribution, performance and ability to commit sufficient time, resources and attention to the affairs of the Group, and each Director's respective commitments outside the Group including his principal occupation and board representations on other companies, if any. The NC will conduct such reviews at least once a year, or more frequently as it deems fit;

- deciding whether or not a Director is able to and has been adequately carrying out his duties as a Director;

- developing a process for evaluating the performance of the Board as a whole and the Board Committees, and for assessing the contribution of each Director to the effectiveness of the Board;

- reviewing the Directors' mix of skills, experience, core competencies and knowledge of the Group that the Board requires to function competently and efficiently;

- reviewing the training and professional development programs for the Board; and

- reviewing and approving any new employment of persons related to the Directors or substantial Shareholders and the proposed terms of their employment.

The key responsibilities of the NC also include the review of Board structure and composition, identifying and recommending suitable candidates to the Board, making recommendations to the Board on matters relating to appointment or re-appointment of Directors, succession planning for Directors and leadership development plans. The NC also ensures that new Directors are aware of their duties and obligations.

REVIEW OF DIRECTORS' TIME COMMITMENTS

The NC considers whether each Director is able to and has been adequately carrying out his duties as a Director, taking into consideration, *inter alia*, the Director's directorships in other listed companies and other principal commitments, the Director's contributions and any other relevant time commitments.

The Directors have demonstrated that they are able to devote sufficient time and attention to the matters of the Group with their attendance at all the Board and Board Committee meetings. They have also availed themselves to the Management as and when required. The Board is of the view that at present, it would not be meaningful to prescribe a maximum number of listed company board representations and other principal commitments which any Director may hold. Nonetheless, the NC and the Board have considered the multiple board seats held by some of the Directors, their principal commitments, their attendance and contributions at the Board and Board Committee meetings, and are satisfied that these Directors have been able to devote sufficient time and attention to the affairs of the Group.

Based on the Directors' attendance record at the Board and Board Committee meetings and contributions outside of formal Board and Board Committee meetings, the NC and the Board are satisfied that all Directors have committed sufficient time and resources to the Company and have been able to diligently discharge their duties as a director of the Company in FY2024.

SELECTION AND APPOINTMENT OF NEW DIRECTORS

Currently, the Company does not engage the services of professional search firms to identify candidates for Board appointments. However, the Company may appoint professional search firms and recruitment consultants to assist in the selection and evaluation process if the appointment involves specific skill sets or industry specialisation.

The NC, in consultation with the Management and the Board as appropriate, determines the qualification, skill set, competence and expertise required or expected of a new Board member, taking into account the size, structure, composition and progressive renewal of the Board.

Recommendations from the Board members, business associates, advisors, professional bodies and other industry players are reviewed by the NC. The NC will review the curriculum vitae and other particulars/ information of the nominee or candidate. The NC, in evaluating the suitability of the nominee or candidate, will take into account his qualifications, business and related experience and ability to contribute effectively to the Board. The NC will also determine if the nominee or candidate would be able to commit time to his appointment having regard to his other principal commitments, and if he is independent. The evaluation process will involve an interview or meeting with the nominee or candidate. Appropriate background and confidential searches will also be conducted if necessary.

Recommendations of the NC are then put to the Board for consideration. The Board will review the recommendations and approve the appointment as appropriate. Any appointments to the Board Committees would be reviewed and approved at the same time. The appointments will be formalized by a Board resolution and the requisite announcement(s) will be made on SGXNET.

RE-NOMINATION OF DIRECTORS

The Constitution provides for the retirement and re-election of Directors at every AGM. At each AGM, at least one-third of the Board shall retire from office by rotation, provided that all Directors submit themselves for re-nomination and re-election at regular intervals and at least once every 3 years. In deciding whether to recommend to the Board the re-election of a Director, the NC considers the contribution of the Director, including attendance and participation at the Board and Board Committee meetings and the time and effort accorded to the Group’s business and affairs. For newly appointed Directors, he will hold office until the next AGM and shall submit himself for re-election. If the Board endorses the NC’s recommendations on the re-election of Directors, the relevant Directors will stand for re-election at the forthcoming AGM. Each member of the NC shall abstain from deliberations and recommendations to the Board, as well as from voting on any resolutions in respect of his re-nomination and re-election.

Mr Pao Kiew Tee will be retiring pursuant to Regulation 114 of the Constitution at the forthcoming AGM and will not be offering himself for re-election. Please refer to the Notice of AGM for more details.

The NC has reviewed and recommended to the Board the re-election of Mr Wong Chit Chong who will be retiring as Director at the forthcoming AGM pursuant to Regulation 114 of the Constitution. Mr Wong Chit Chong has offered himself for re-election. In making the above recommendation, the NC had considered the said Director’s qualifications, expertise, experience and overall contribution. The Board has accepted the recommendations of the NC.

None of the Directors had appointed an alternate director in FY2024.

Please refer to the table below for additional information on the Director to be re-elected at the forthcoming AGM:

Key information	Name of Director to be re-elected Wong Chit Chong
Designation	Independent Director, RC Chairman, NC Chairman and AC member
Date of initial appointment	9 May 2018
Date of last re-appointment	28 April 2022
Age	75
Country of principal residence	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The re-election of Mr Wong Chit Chong ("Mr Wong") as Independent Director, RC Chairman, NC Chairman and AC Member was recommended by the NC (excluding Mr Wong) and accepted by the Board, after taking into consideration Mr Wong's qualifications, expertise, experience and overall contribution as an Independent Director.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive
Familial relationship with any director and/or substantial Shareholder of the listed issuer or of any of its principal subsidiaries	Nil
Conflicts of interest (including any competing business)	Nil
Working experience and occupation(s) during the past 10 years	Please refer to the Board of Directors section in this annual report.
Undertaking submitted to the listed issuer in the form of Appendix 7H (Catalist Rule 720(1))	Yes
Academic qualifications	Master Degree in Business Administration
Professional memberships/qualifications	A member of Society Automotive Engineers USA
Other principal commitments	Nil
Shareholding interest in the Company and its subsidiaries	Nil

There are no changes to the disclosure required under items (a) to (k) to Appendix 7F of the Catalist Rules as disclosed in the Company's announcement dated 9 May 2018.

Key information regarding the Directors' directorships held presently and in the preceding 5 years in other listed companies are set out on pages 12 to 13 in this annual report.

KEY MANAGEMENT SUCCESSION

In addition to succession planning of the Board, the NC reviews the succession plans for key management positions. An internal process of succession planning for the Chairman, the Directors, the Group CEO and senior Management is in place, to ensure the progressive renewal of the Board and key management personnel.

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 process to be carried out by the NC for the annual evaluation of the effectiveness of the Board. The NC is tasked with proposing objective performance criteria, subject to approval of the Board, to assess how the Board and Board Committees have enhanced long-term Shareholders' value. The NC may also engage an external facilitator for the evaluation process. For FY2024, the Company Secretary assisted the NC on the evaluation processes of the Board and Board Committees. The Company Secretary collated and tabulated the results and distributes the summary findings at the NC meeting.

During each financial year, each Director will complete a Board Evaluation Form which is submitted confidentially to the Company Secretary for collation and the consolidated responses are presented to the NC for review and discussion. The NC will then report to the Board on the review of the Board's performance for the year. The Board Evaluation Form takes into consideration factors such as Board size and composition, information flow to the Board, Board procedures, Board accountability, matters concerning Group CEO/senior Management and standard code of conduct of the Board members. For FY2024, the NC has reviewed the performance and effectiveness of the Board as a whole and each Board committee separately and is of the view that the performance and effectiveness of the Board and each Board Committee had been satisfactory and met its performance objectives.

The NC is of the view that at present, an evaluation of the effectiveness of the Board would suffice and would implement a process for the evaluation of individual directors at an appropriate time in future. Notwithstanding that, in the evaluation of the effectiveness of the Board, the NC has considered factors relating to individual directors such as:

- occupation and other principal commitments of the Directors;
- attendance at board meetings of those listed companies that the Directors serve as director;
- confirmations by the Directors that they are able to devote sufficient time and attention are given to the affairs of the Group; and
- the professional experience and expertise of the Directors.

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 Non-Executive Directors:

Mr Wong Chit Chong (Chairman)
Mr Pao Kiew Tee
Mr Eric Lew

The majority of the RC, including its Chairman, are independent.

The quorum shall be any 3 members, including the Chairman of the RC.

The RC is guided by its written terms of reference, which clearly spells out its authority and duties. The key terms of reference of the RC includes recommending to the Board a framework of remuneration for the Directors and key management personnel, and determining specific remuneration packages for the Executive Directors and key management personnel. The recommendations of the RC will be submitted for endorsement by the entire Board. All aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses and benefits-in-kind shall be covered by the RC. The RC reviews the Company's obligation 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. No Director is involved in deciding his or her own remuneration. The RC is also responsible for the administration of the Wong Fong Performance Share Plan.

The RC will also perform an annual review of the remuneration of employees who are substantial Shareholders or are related to a Director, the Group CEO or a substantial Shareholder to ensure that their remuneration packages are in line with the Group's staff remuneration guidelines and commensurate with their respective job scopes and level of responsibilities. Each member of the RC shall abstain from voting on any resolutions in respect of his remuneration package or that of any employee related to him.

The RC may seek expert advice inside and/or outside the Company on remuneration of all Directors and key management personnel where necessary. During FY2024, the RC did not engage the service of an external remuneration consultant.

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 will perform an annual review on the remuneration packages of the Board and key management personnel. The Company's remuneration structure for the Board and key management personnel comprises both fixed and variable components to motivate high-performing executives to drive the Group's efficiency and profitability. The variable component for key management personnel is a discretionary bonus linked to the performance of the Group as a whole and each individual's performance.

The remuneration framework for Directors, Group CEO and key management personnel is aligned with the interest of Shareholders and relevant stakeholders and is appropriate to attract, retain and motivate them for long-term success of the Group.

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.

DISCLOSURE ON DIRECTORS' REMUNERATION

The Company has entered into separate service agreements with the Executive Directors for a period of 2 years from the date of the respective service agreement (unless otherwise terminated by either party giving not less than 6 months' notice (or such shorter period as may be mutually agreed between the parties) to the other). The Company may also at any time forthwith terminate the respective service agreements of the Executive Directors if he, *inter alia*, shall be guilty of any dishonesty, gross misconduct or wilful neglect of duty or shall commit any continued material breach of the provisions of his respective service agreement, becomes bankrupt or persistently refuses to carry out any reasonable lawful order given to him in the course of his employment or persistently fails to diligently attend to his duties thereunder. Under the terms of the service agreements, the Executive Directors do not receive directors' fees but receive a monthly basic salary and are entitled to an annual performance bonus in respect of each financial year, calculated based on the Group's consolidated net profit before tax ("**Performance Bonus**"). In addition, the Executive Directors are also entitled to an annual year-end bonus based on their individual performance. The Company shall be entitled to recover from the Executive Directors the relevant portion of the Performance Bonus and any sum paid under the service agreement in the event that there is a restatement of the financial statements made to correct any misstatement due to error or fraud during the financial year, or misconduct of the Executive Directors resulting in financial loss to the Company.

The remuneration (including salary, bonuses, contribution to Central Provident Fund ("**CPF**"), allowances and benefits-in-kind) of each of the Executive Directors and key management personnel is linked to the financial performance of the Group and the individual's performance to promote long-term sustainability of the Group.

The short-term incentive scheme includes salary, variable performance bonus and variable year-end bonus and is subject to annual review by the RC and to be approved by the Board. The long-term incentive scheme is the Wong Fong Performance Share Plan.

Performance conditions include pre-defined key performance indicators such as the financial and non-financial performance of the Group, as well as displays of leadership skills and teamwork which may from time to time be determined by the Board, and are used to determine the entitlements of Executive Directors and key management personnel under the short-term and long-term incentive schemes. The Board exercises its discretion and independent judgment in ensuring that there is a balance between business and risk-taking and that the amount and mix of compensation are aligned with the interests of shareholders and promote the long-term success of the Group.

For FY2024, the RC is of the view that the performance conditions were met by each of the Executive Directors and key management personnel.

The RC also ensures that the remuneration of Non-Executive Directors is appropriate to their level of contribution. Each Non-Executive Director receives a director's fee which takes into account factors such as effort, time spent and scope of responsibilities. The fees for the Non-Executive Directors are subject to Shareholders' approval at the AGM. The Non-Executive Directors have not been over-compensated to the extent that their independence is compromised.

Remuneration of Directors

The breakdown of the total remuneration of the Directors for FY2024 is set out below:

	Directors' fees(1)	Salary(2)	Bonus	Other benefits	Total remuneration
Mr James Liew	–	94%	4%	2%	S$415,557
Mr Liew Chern Yean	–	94%	3%	3%	S$259,212
Mr Eric Lew	100%	–	–	–	S$35,000
Mr Pao Kiew Tee	100%	–	–	–	S$60,000
Mr Wong Chit Chong	100%	–	–	–	S$45,000

Notes:

(1) The Directors' fees are subject to Shareholders' approval at the AGM.

(2) The salary amount is inclusive of CPF contributions and allowance.

No compensation was paid or is to be paid in the form of share awards to the Directors in FY2024. There was no termination, retirement or post-employment benefit granted to the Directors in FY2024.

Remuneration of Key Management Personnel

The breakdown of the total remuneration of the top 5 key management personnel of the Group (who are not Directors or the Group CEO) for FY2024 is set out below:

	Salary(1)	Bonus	Other benefits	Total remuneration
Below S$250,000				
Mr Jack Wong	95%	3%	2%	100%
Mdm Lew Siew Choo	94%	3%	3%	100%
Mr Chia Kah Lam	92%	4%	4%	100%
Mr Albert Lee	94%	3%	3%	100%
Mr Liu Shanni	94%	3%	3%	100%

Note:

(1) The salary amount is inclusive of CPF contributions and allowance.

No compensation was paid or is to be paid in the form of share awards to the key management personnel of the Group in FY2024. There was no termination, retirement or post-employment benefit granted to the key management personnel of the Group in FY2024.

The aggregate remuneration paid to the key management personnel of the Group in FY2024 was approximately S$928,000.

Remuneration of Employees who are Substantial Shareholders or are Immediate Family Members of a Director, the CEO or a Substantial Shareholder

The breakdown of the total remuneration of employees who are substantial Shareholders or are immediate family members of a Director, the Group CEO or a substantial Shareholder and whose remuneration exceeds S$100,000 in FY2024 is set out below:

	Remuneration for FY2024
Mdm Jean Liew(1)	S$100,001 to S$150,000
Mr Liu Weilong(2)	S$100,001 to S$150,000

Notes:

(1) Mdm Jean Liew is the sister of Mr James Liew, Co-Founder and Group CEO, and the aunt of Mr Liew Chern Yean and Mr Eric Lew, Executive Director and Non-Executive Non-Independent Director respectively.

(2) Mr Liu Weilong is the son of Mr James Liew, Co-Founder and Group CEO, and the cousin of Mr Liew Chern Yean and Mr Eric Lew, Executive Director and Non-Executive Non-Independent Director respectively.

No compensation was paid or is to be paid in the form of share awards to employees who are substantial Shareholders or are immediate family members of a Director, the Group CEO or a substantial Shareholder in FY2024.

Long-term Incentive Plan

The Company has implemented the Wong Fong Performance Share Plan which will provide eligible participants with an opportunity to participate in the equity of the Company and to motivate them towards better performance through increased dedication and loyalty. The Wong Fong Performance Share Plan allows for participation by the employees of the Group and the Non-Executive Directors. Controlling Shareholders or their associates who meet the above eligibility criteria are eligible to participate in the Wong Fong Performance Share Plan provided that (a) the participation of, and (b) the terms of each grant and the actual number of awards granted under the Wong Fong Performance Share Plan to controlling Shareholders or an associate of a controlling Shareholder shall be approved by the independent Shareholders in separate resolutions for each such person. The Wong Fong Performance Share Plan is administered by the RC. Please refer to the Company's offer document dated 19 July 2016 for further details on the Wong Fong Performance Share Plan.

Since the inception of the Wong Fong Performance Share Plan, no awards have been granted to eligible participants.

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 is responsible for the governance of risks and oversees the Management in the design, implementation and monitoring of internal controls and risk management systems to safeguard Shareholders' interest and the Group's assets. The Board is cognizant that no cost-effective internal controls and risk management systems will preclude all errors and irregularities. The internal controls and risk management systems are designed to manage identifiable risks and limit the Group's exposure to risk of errors and irregularities and can only provide reasonable mitigation and not absolute assurance against material misstatement or loss.

The Management is responsible for the design and implementation of internal controls (including financial, operational, compliance and information technology controls) and risk management systems. The review of the adequacy and effectiveness of such internal controls and risk management systems is under the purview of the AC. The AC carries out the review at least annually with the assistance of the external auditors, BDO LLP (the "**External Auditors**") and internal auditors, CLA Global TS Risk Advisory Pte Ltd ("**CLA Global TS**" or the "**Internal Auditors**"). The AC reviews the audit plans and the findings of the External Auditors and the Internal Auditors and ensures that measures are implemented to address those issues and internal controls weaknesses highlighted by the External Auditors and the Internal Auditors.

For FY2024, the Board and the AC have also received assurances from the Co-Founder and Group CEO and the Chief Financial Officer that (i) the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances; and (ii) the Group's internal controls (including financial, operational, compliance and information technology controls) and risk management systems are adequate and effective.

In addition, the Board reviews and determines the Group's level of risk tolerance and risk policies, and monitoring of the internal controls and risk management systems.

The Board did not establish a separate Board risk committee as the Board is currently assisted by the AC, the Internal Auditors and the External Auditors in carrying out its responsibility of overseeing the Group's risk management framework and policies.

Based on the internal control policies and procedures established and maintained by the Group, work performed by the External Auditors and the Internal Auditors and reviews performed by the AC and the Management, the Board confirms that for FY2024, the internal controls (including financial, operational, compliance and information technology controls) and risk management systems of the Group are adequate and effective. The AC concurs with the Board's comments.

The Board notes that the internal control systems established provides reasonable though not absolute assurance that the Group will not be affected by any event that could be reasonably foreseen and mitigated against as it strives to achieve its business objectives. In this regard, the Board also notes that no system can provide absolute assurance against the occurrence of material errors, poor judgement in decision-making, human error, fraud or other irregularities.

AUDIT COMMITTEE

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

As at the date of this annual report, the AC comprises the following Non-Executive Directors:

Mr Pao Kiew Tee (Chairman)
Mr Wong Chit Chong
Mr Eric Lew

The majority of the AC, including its Chairman, are independent.

The quorum shall be any 3 members, including the Chairman of the AC.

The Board is of the view that the members of AC have the relevant accounting or related financial management expertise or experience to discharge their responsibilities. The Chairman of the AC, Mr Pao Kiew Tee, was formerly a senior government auditor holding the position of senior group director prior to his retirement in June 2016. Mr Pao Kiew Tee is also a fellow of the Institute of Singapore Chartered Accountants. Mr Eric Lew holds a degree in accountancy from the Nanyang Technological University.

The AC does not comprise former partners or directors of the Company's existing auditing firm or auditing corporation: (a) within a period of 2 years commencing on the date of their ceasing to be a partner of the auditing firm or director of the auditing corporation; and in any case, (b) for as long as they have any financial interest in the auditing firm or auditing corporation.

The responsibilities of the AC include:

- reviewing with the Internal Auditors and the External Auditors, the audit plans, scope of work, their evaluation of the Group's system of internal controls, audit reports, their letter(s) to the Management and the Management's responses and the results of the audits compiled by the Internal Auditors and the External Auditors, and will review at regular intervals with the Management the implementation by the Group of the internal controls recommendations made by the Internal Auditors and the External Auditors;

- reviewing and discussing with the Management and the External Auditors on the key audit matters. The key audit matters reported in FY2024 are the accounting for valuation of inventories and classification and valuation of investments. The AC reviewed the outcomes and discussed the details of the review with the Management and considered on the findings including their assessment of the suitability of valuation methodologies and the underlying key assumptions applied. The AC was satisfied with the review process, the approach and methodology applied in the assessment of accounting for valuation of inventories and classification and valuation of investments. The AC also concluded that the Group's accounting treatment for the accounting for valuation of inventories and classification and valuation of investments were appropriate;

- reviewing the periodic consolidated financial statements of the Group and results announcements focusing on, in particular, changes in accounting policies and practices, major risk areas, significant adjustments arising from the audit, compliance with accounting standards, compliance with the Catalist Rules and any other relevant statutory or regulatory requirements, concerns and issues arising from audits including any matters which the External Auditors may wish to discuss in the absence of the Management, where necessary, before submission to the Board for approval;

- reviewing and reporting to the Board, at least annually, the effectiveness and adequacy of the Group's internal controls (including financial, operational, compliance and information technology controls) and risk management systems and discuss issues and concerns, if any, arising from the internal audits;

- reviewing the Group's key financial risk areas, with a view to provide an independent oversight on the Group's financial reporting, the outcome of such review to be disclosed in the annual reports or, where the findings are material, announced immediately via SGXNET; and

- reviewing the performance, independence and objectivity of the Internal Auditors and the External Auditors as well as considering their appointment or re-appointment, remuneration and terms of engagement.

In addition, the AC is tasked to commission and review the findings of internal investigations into matters where there is any suspected fraud or irregularity, or failure of internal controls or suspected infringement of any Singapore law, rule or regulation which has or is likely to have a material impact on the Group's results of operations and/or financial position. The AC has reasonable resources to enable it to discharge its responsibilities properly. It has full access to, and the co-operation of, the Management and full discretion to invite any Director or key executive to attend its meetings.

The AC meets with the External Auditors and the Internal Auditors separately, at least once a year, without the presence of the Management to review any matter that might be raised.

The AC is kept abreast by the Management, the Company Secretary, the External Auditors and the Internal Auditors on changes to financial reporting standards, the Catalist Rules and other rules, laws and regulations which could have an impact on the Group's business and financial statements.

EXTERNAL AUDITORS

A breakdown of the fees paid to the External Auditors for audit and non-audit services for FY2024 is as follows:

	S$'000	**% of total fees**
Audit services	114	76.6
Non-audit services (tax compliance services)	24	23.4
Total	138	100

Please refer to page 138 of this annual report for breakdown of the audit and non-audit fees.

Having undertaken a review of the non-audit services provided by the External Auditors during the year, the AC is of the view that the non-audit services provided would not impair their objectivity and independence as External Auditors. The External Auditors had also confirmed their independence in this respect.

The AC was satisfied that the resources and experience of the External Auditors, the audit engagement partner and the team assigned to the audit were adequate to meet their audit obligations, given the size, nature, operations and complexity of the Group.

The Company confirms that it complies with Rules 712 and 716 of the Catalist Rules in the appointment of the External Auditors. The External Auditors are registered with ACRA.

INTERNAL AUDITORS

The AC oversees the Group's internal controls and risk management systems and approves the hiring, removal, evaluation and compensation of the internal auditors. The AC also reviews the adequacy and effectiveness of the internal audit function at least annually. The Company has outsourced its internal audit function to CLA Global TS for its Singapore and Malaysia operations. CLA Global TS is also a member of the Institute of Internal Auditors Singapore and staffed with professionals with relevant qualifications and experience.

CLA Global TS possesses vast experience in providing internal audits, risk management services and advisory services in the region. The Group's engagement with CLA Global TS stipulates that its work shall be conducted in accordance with CLA Global TS's internal audit procedures and in line with the International Standards for the Professional Practice of Internal Auditing laid down in the International Professional Practices Framework issued by the Institute of Internal Auditors (IIA Standards).

The CLA Global TS engagement team is led by Ms Pamela Chen who has more than 16 years' experience in performing audits for listed companies. Ms Pamela Chen is supported by an Associate Director who has more than 10 years audit experience and 2 staff members who each has more than 2 years audit experience respectively. CLA Global TS has confirmed their independence to the AC. In view of the above, the AC is satisfied with the independence, adequacy and effectiveness of the Company's internal audit function.

The internal audit plans are reviewed and approved by the AC and the Board, and CLA Global TS plans its schedule in consultation with the Management. CLA Global TS has unrestricted access to all the Company's documents, records, properties and personnel, including access to the AC.

CLA Global TS reports their findings directly to the AC and the Board. The Management is responsible for ensuring that appropriate measures are implemented to address the internal controls weaknesses highlighted by CLA Global TS.

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 Company encourages Shareholder participation and ensures that Shareholders have the opportunity to participate effectively at general meetings.

The Company believes in providing Shareholders with sufficient information in relation to the Group or its business which would be likely to materially affect the price or value of the Company's shares, in a timely and consistent manner. The Company does not practice selective disclosure. The Board ensures that all material information including press releases are disclosed via SGXNET.

All Shareholders are informed of general meetings through notices contained in annual reports or published in newspapers or circulars sent to them. Annual reports, circulars and notices in respect of all general meetings are released via SGXNET and on the Company's website at least 14 days before the meeting for ordinary resolutions and 21 days before the meeting for special resolutions.

Shareholders will be given the opportunity to participate effectively in and vote at the general meetings. The voting procedures are clearly explained to Shareholders at the general meetings of the Company before the resolutions are put to vote. The general meeting procedures allow Shareholders to raise questions relating to each resolution tabled for approval, and to participate, engage and openly communicate their views on matters relating to the Group.

Shareholders are encouraged to attend the general meetings to stay informed of the Group's strategies and developments. Shareholders may appoint the Chairman of the AGM or an individual as their proxy to attend and vote on their behalf at the AGM. Shareholders may also submit questions to the Chairman of the AGM in advance.

Separate resolutions are proposed for substantially separate issues at general meetings for approval. "Bundling" of resolutions are done only where the resolutions are interdependent and linked so as to form one significant proposal and only where there are reasons and material implications involved. All resolutions are to be voted by poll, following which the detailed results showing, *inter alia*, the number of votes cast for and against each resolution and the respective percentages will be announced after the general meeting.

The Chairman and the chairpersons of the AC, the NC and the RC will be available at all general meetings to address Shareholders' queries. The External Auditors will also be present to assist the Directors in addressing Shareholders' queries about the conduct of audit and the preparation and content of the auditor's report. At the Company's last AGM held on 26 April 2024, all the Directors and the External Auditors were present.

The Company will publish minutes of general meetings of Shareholders on SGXNET and its corporate website within 1 month after the general meeting. The minutes will record substantial and relevant comments or queries from Shareholders relating to the agenda of the general meeting, and responses from the Board and the Management.

The Constitution allows a member of the Company to appoint up to 2 proxies to attend and to vote in place of the member. In line with the amendments to the Companies Act 1967 of Singapore, corporate Shareholders who provide nominee or custodial services to third parties are allowed to appoint more than 2 proxies to attend and vote on their behalf at general meetings.

The Group currently does not have a fixed dividend policy. The form, frequency and amount of future dividends that the Directors may recommend or declare in respect of any particular financial year or period will be subject to the factors such as the level of cash and accumulated profits, actual and projected financial performance, projected levels of capital requirements and general financing condition, restrictions on payment of dividends imposed on the Group by its financing arrangements (if any), general economic and business conditions in countries the Group operates and other relevant factors as the Board may deem appropriate. There can be no assurance that dividends will be paid in the future or of the amount or timing of any dividends that will be paid in the future. The Company will, in line with Rule 704(23) of the Catalist Rules, expressly disclose the reason(s) in the event that the Board decides not to declare or recommend a dividend, in its financial statement announcements.

The Board has recommended a final tax exempt (one-tier) dividend of 0.60 Singapore cents per ordinary share and special tax exempt (one-tier) dividend of 0.40 Singapore cents per ordinary share in respect of FY2024 for approval by Shareholders at the forthcoming AGM.

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.

The Company commits itself to disclose and convey pertinent information to all stakeholders. An investor relations contact is available on the Company's website which stakeholders can use to raise their concerns about possible violation of their rights. All material information is communicated to Shareholders on a timely basis and the Company disseminates all announcements and press releases via SGXNET and the Company's website at http://www.wongfongindustries.com.

The Group's financial results, annual reports and circulars are announced or issued within the period specified under the Catalist Rules, and are also made available to the public via the Company's website. The website is also updated regularly and contains various other investor-related information on the Company which serves as an important resource for investors.

General meetings are the principal forum for dialogue with Shareholders and Shareholders are encouraged to participate in such meetings. During these meetings, Shareholders are able to engage with the Board and the Management in discussions on the Group's business activities, financial performance and other business-related matters. As and when necessary, the Executive Directors and the Chief Financial Officer will meet analysts and fund managers who wish to seek a better understanding of the Group's business and operations. This also enables the Company to solicit feedback from the investment community on a range of strategic and topical issues which provide valuable insights to the Company on investors' views.

The Chief Financial Officer, Mr Jack Wong, is in-charge of investor relations and he will manage communications with stakeholders to ensure that their queries and concerns are promptly addressed by the relevant management personnel.

MANAGING STAKEHOLDER 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 Board adopts a balanced approach towards the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of Wong Fong are served.

The Group strives to maintain open and fair communication with its key stakeholders, to understand their views, concerns, and objectives in order to work towards more sustainable growth. The Group, from time to time, proactively engages with various stakeholders, including the employees, suppliers, customers, Shareholders, and regulators, to gather feedback on the sustainability matters which have significant impact to the business and operations of the Group and its stakeholders.

The Sustainability Report section of this annual report provides more details about the strategy and key areas of focus in relation to the management of stakeholder relationships during the reporting period, including:

- Ensuring the safety, welfare and development of employees
- Delivering long-term sustainable and safety products to the customers
- Compliance with regulations

The Company maintains a corporate website at http://www.wongfongindustries.com, to communicate and engage with Shareholders, as well as the Group's material stakeholders.

WHISTLE BLOWING POLICY

The Company has established a whistle-blowing framework (“**Whistle Blowing Policy**”), which provides mechanisms by which concerns about plausible improprieties in matters of financial reporting and others may be raised and ensures that arrangements are in place for the independent investigations of such matters and for appropriate follow-up. Details of the Whistle Blowing Policy and arrangements have been made available to all employees of the Group and a dedicated email has been set up to allow whistle blowers to contact the AC directly. The AC is responsible for oversight and monitoring of whistle blowing and all investigations shall be reported to the AC. The AC oversees the outcome of the investigation and ensure appropriate actions are taken.

The policy aims to ensure that appropriate reporting and communication channels are available for employees and external parties to raise concerns about possible improprieties and also offer reassurance that they will be protected from reprisals or harassment for whistle-blowing in good faith. The Group will treat all information received confidentially and protect the identity and the interest of all whistle-blowers. Anonymous disclosures will be accepted and anonymity honoured. No whistle-blowing report was received by the Company in FY2024.

The AC is responsible for the oversight and monitoring of the Whistle Blowing Policy of the Group.

CODE ON DEALINGS IN SECURITIES

The Company has adopted an internal compliance code on dealings in the Company’s securities, pursuant to Rule 1204(19) of the Catalist Rules, which all Directors and officers of the Group have been notified of. The Company, the Directors and the officers of the Group are prohibited from dealing in the Company’s securities during the period commencing 1 month before the announcement of its half year and full year financial results. Directors and employees are also reminded to observe insider trading laws at all times, not deal in the Company’s securities on short-term considerations and not to deal in the Company’s securities when in possession of any unpublished price-sensitive information regarding the Group. The Company issues half-yearly reminders to its Directors and employees of the Group on the restrictions on dealing in the Company’s securities, in compliance with the Catalist Rules.

CODE OF CONDUCT AND ANTI-CORRUPTION POLICY

The Company has a code of conduct and anti-corruption policy in place and the policy is disseminated to all employees of the Group.

INTERESTED PERSON TRANSACTIONS

The Group has adopted an internal policy in respect of any transaction with an interested person within the definition set out in Chapter 9 of the Catalist Rules and has in place procedures for review and approval of all interested person transactions. In the event that a potential conflict of interest arises, the Director concerned will not participate in discussions, abstains from decision-making, and refrains from exercising any influence over other members of the Board.

The Group does not have a general mandate for interested person transactions. There were no interested person transactions of S$100,000 or more in FY2024.

The Company has established procedures to ensure that all transactions with interested persons are reported in a timely manner to the AC and the transactions will not be prejudicial to the interest of the Group and its minority Shareholders. To ensure compliance with Chapter 9 of the Catalist Rules, the Board and the AC review, on a half-yearly basis, interested person transactions entered into by the Group (if any).

MATERIAL CONTRACTS

Save for the service agreements between the Company and the Executive Directors, there were no other material contracts of the Company and its subsidiaries involving the interests of the Group CEO, any Director or controlling Shareholder which is either subsisting at the end of FY2024 or, if not then subsisting, entered into since the end of FY2023.

NON-SPONSOR FEES

There were no non-sponsor fees paid to the Company's sponsor, United Overseas Bank Limited, in FY2024.

DIRECTORS' STATEMENT

The Directors of Wong Fong Industries Limited (the "Company") present their statement to the members together with the audited financial statements of the Company and its subsidiaries (the "Group") for the financial year ended 31 December 2024 and the statement of financial position and statement of changes in equity of the Company as at 31 December 2024.

1. OPINION OF THE DIRECTORS

In the opinion of the Board of Directors,

(a) the consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company together with the notes thereon are drawn up in accordance with the provisions of the Singapore Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of the financial performance, changes in equity and cash flows of the Group and the statement of changes in equity of the Company for the financial year ended on that date; and

(b) 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.

2. DIRECTORS

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

Liew Ah Kuie
Liew Chern Yean
Lew Chern Yong (Liu Zhengrong)
Pao Kiew Tee
Wong Chit Chong

3. ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS BY MEANS OF THE ACQUISITION OF SHARES AND DEBENTURES

Neither at the end of the financial year nor at any time during the financial year did there subsist any arrangement whose object is to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures in the Company or any other body corporate.

4. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The Directors of the Company holding office at the end of the financial year had no interests in the share capital and debenture 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 Directors and companies in which interests are held	Shareholdings registered in the name of Directors At 31 December 2024	Shareholdings registered in the name of Directors At 31 December 2023	Shareholdings in which Directors are deemed to have an interest At 31 December 2024	Shareholdings in which Directors are deemed to have an interest At 31 December 2023
The Company:				
Wong Fong Industries Limited		**Number of ordinary shares**		
Liew Ah Kuie	4,380,000	4,380,000	158,280,000	158,280,000
Liew Chern Yean	–	–	159,010,000	159,010,000
Lew Chern Yong (Liu Zhengrong)	–	–	158,280,000	158,280,000
Ultimate holding company:				
Wong Fong Investments Pte. Ltd.		**Number of ordinary shares**		
Liew Ah Kuie	475,200	450,000	–	–
Liew Chern Yean	–	–	666,800	650,000
Lew Chern Yong (Liu Zhengrong)	–	–	666,800	650,000

By virtue of Section 7 of the Companies Act 1967, the above Directors are deemed to have an interest in all the related corporations of the Company. In accordance with the continuing listing requirements of the Singapore Exchange Securities Trading Limited (the "SGX-ST"), the Directors of the Company state that, according to the Register of the Directors' Shareholdings, the Directors' interests as at 21 January 2025 in the shares or debentures of the Company have not changed from those disclosed as at 31 December 2024.

5. SHARE OPTIONS AND SHARE-BASED INCENTIVE

The Company has adopted the Wong Fong Performance Share Plan (the "PSP") which was approved by the shareholders by way of written resolutions passed on 22 June 2016.

(a) The PSP are administered by the Remuneration Committee ("Committee") whose members are Wong Chit Chong (Chairman), Pao Kiew Tee and Lew Chern Yong (Liu Zhengrong).

(b) The PSP will continue to be in force at the discretion of the Committee subject to a maximum period of 10 years commencing on the date of the PSP adopted by the Company in general meeting. However, the PSP may continue beyond the above stipulated period with the approval of shareholders by ordinary resolution in general meeting and of any relevant authorities that may then be required.

(c) The total number of new shares which may be issued or shares which may be delivered pursuant to awards granted under the PSP, when added to the total number of new shares issued and issuable in respect of all awards granted under the PSP and all shares, options, or awards granted under such share-based incentive schemes of the Company then in force, shall not exceed 15.0% of the issued capital of the Company (including treasury shares) from time to time.

(d) During the year, no awards and options have been granted by the Company or its subsidiary corporations.

5. SHARE OPTIONS AND SHARE-BASED INCENTIVE (CONTINUED)

(e) There were no shares issued during the year by virtue of the exercise of the options to take up unissued shares of the Company or its subsidiary corporations.

(f) There were no unissued shares of the Company or of its subsidiary corporations under options as at the end of the financial year.

6. AUDIT COMMITTEE

The Audit Committee of the Company, consisting all non-executive Directors, is chaired by Mr Pao Kiew Tee, and includes Mr Lew Chern Yong (Liu Zhengrong) and Mr Wong Chit Chong. The Audit Committee has met two times since the last Annual General Meeting ("AGM") and has reviewed the following, where relevant, with the executive directors and external and internal auditors of the Company:

(a) the audit plans of the internal and external auditors and the results of the auditors' examination and evaluation of the Group's systems of internal accounting controls;

(b) the Company's and the Group's financial and operating results and accounting policies;

(c) the statement of financial position of the Company and the consolidated financial statements of the Group and external auditor's report on those financial statements before their submission to the directors of the Company;

(d) the half-yearly and annual announcements as well as the related press releases on the results and financial position of the Company and the Group;

(e) the co-operation and assistance given by the management to the Company's external and internal auditors; and

(f) The re-appointment of the external auditors of the Company.

The Audit Committee has full access to and has the co-operation of the management and has been given the resources required for it to discharge its function properly. It also has full discretion to invite any director and executive officer to attend its meetings. The external and internal auditors have unrestricted access to the Audit Committee.

The audit committee is satisfied with the independence and objectivity of the external auditor and has recommended to the Board of Directors that the auditors, BDO LLP, be nominated for re-appointment as auditor at the forthcoming Annual General Meeting of the Company.

7. INDEPENDENT AUDITOR

The independent auditor, BDO LLP, has expressed its willingness to accept re-appointment.

On behalf of the Directors

Liew Ah Kuie Director	**Liew Chern Yean** Director

Singapore
1 April 2025

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF WONG FONG INDUSTRIES LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Wong Fong Industries Limited (the "Company") and its subsidiaries (the "Group"), which comprise:

- the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2024;
- the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group and the statement of changes in equity of the Company for the financial year then ended; and
- notes to the financial statements, including material accounting policy information as set out on pages 89 to 142.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Singapore 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 of the Company as at 31 December 2024 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and the statement of changes in equity of the Company 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.

KEY AUDIT MATTER	AUDIT RESPONSE
1 Valuation of inventories	
As at 31 December 2024, the Group held inventories of approximately $15.7 million, primarily comprising cranes and other vehicle-mounted equipment. These inventories are carried at the lower of cost and net realisable value. The valuation of inventories involves significant management judgement and estimates, particularly in determining the net realisable value and the level of allowance required for slow-moving or obsolete inventories. We considered this to be a key audit matter due to the high level of management judgement and estimation involved. Refer to Notes 2.6, 3.2(b) and 9 to the financial statements.	Our audit procedures included, among others, the following: • Discussed with management and evaluated the appropriateness of the Group's policy and basis for assessing inventory allowances; • Tested the inventory aging reports used by management to identify slow-moving inventories and recalculated the allowance for inventories recorded; • Test checked cost of inventories by verifying purchase invoices from suppliers; • Test checked whether inventories are stated at the lower of cost and net realisable value by comparing them to recent transaction prices and historical sales of similar cranes and equipment; and • Assessed the adequacy of related disclosures in the financial statements.

KEY AUDIT MATTER	AUDIT RESPONSE
2 Valuation of investments in unquoted financial assets	
As at 31 December 2024, the Group's investments in financial assets amounted to approximately $5 million. This includes an investment in a Singapore-based robotics start-up company, comprising unquoted ordinary shares and preference shares amounting to $438,000 and $864,000, respectively. The management engaged an independent valuer to assess and determine the fair value of these investments for the financial year ended 31 December 2024 as the valuation of these investments requires significant judgement and estimates. Estimation uncertainty is high as significant unobservable inputs were used to determine the fair value of these investments. We considered this as a key audit matter as the valuation of these investments requires significant judgement, particularly in determining the valuation methodology, key assumptions and inputs used. Refer to Notes 2.5, 3.2(a) and 15 to the financial statements.	Our audit procedures included, among others, the following: • Evaluated the qualification, independence and objectivity of the independent valuer engaged by management and considered the scope of their work; • Engaged our internal valuation specialists to review and assess the appropriateness of the valuation methodology, key assumptions and inputs used to determine the fair value; • Evaluated the appropriateness of the classification of the investment in accordance with SFRS(I) 9; and • Assessed the adequacy of related disclosures in the financial statements.

Other Matters

The financial statements of the Group for the financial year ended 31 December 2023, which comprise of the consolidated financial position of the Group and of the Company as at 31 December 2023 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and the statement of changes in equity of the Company for the financial year ended 31 December 2023 were audited by another auditor who expressed an unmodified opinion on those financial statements on 5 April 2024.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, 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)s, 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.

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 purposes of the group audit. We remain solely responsible for our audit opinion.

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

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, actions taken to eliminate threats or safeguards applied.

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 corporations 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 Adrian Lee Yu-Min.

BDO LLP
Public Accountants and
Chartered Accountants

Singapore
1 April 2025

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024

	Note	Group 2024 $'000	Group 2023 $'000	Company 2024 $'000	Company 2023 $'000
ASSETS					
Current assets					
Cash and bank balances	6	**18,691**	17,227	**6,294**	7,946
Trade and other receivables	7	**9,535**	12,375	**228**	270
Derivative financial instruments	8	**–**	6	**–**	–
Inventories	9	**15,729**	17,156	**–**	–
Total current assets		**43,955**	46,764	**6,522**	8,216
Non-current assets					
Other receivables	7	**260**	533	**–**	–
Property, plant and equipment	10	**22,499**	23,349	**–**	2
Right-of-use assets	11	**6,687**	6,532	**–**	–
Intangible assets	12	**–**	–	**–**	–
Investment in subsidiaries	13	**–**	–	**3,514**	3,564
Investment in associate	14	**865**	1,254	**–**	–
Investments in financial assets	15	**5,017**	3,392	**3,715**	2,846
Total non-current assets		**35,328**	35,060	**7,229**	6,412
Total assets		**79,283**	81,824	**13,751**	14,628
EQUITY AND LIABILITIES					
Current liabilities					
Trade and other payables	16	**10,632**	10,756	**302**	360
Lease liabilities	17	**872**	671	**–**	–
Bank borrowings	18	**1,305**	1,583	**–**	–
Income tax payable		**681**	661	**–**	–
Derivative financial instruments	8	**9**	–	**–**	–
Contract liabilities	22	**1,539**	1,580	**–**	–
Total current liabilities		**15,038**	15,251	**302**	360
Non-current liabilities					
Other payables	16	**213**	4	**–**	–
Lease liabilities	17	**6,007**	6,183	**–**	–
Bank borrowings	18	**1,078**	5,264	**–**	–
Deferred tax liabilities	19	**961**	961	**–**	–
Total non-current liabilities		**8,259**	12,412	**–**	–
CAPITAL AND RESERVES					
Share capital	20	**11,351**	11,351	**11,351**	11,351
Accumulated profits		**45,310**	44,195	**1,607**	2,424
Reserves	21	**(19)**	(342)	**491**	493
Equity attributable to owners of the Company		**56,642**	55,204	**13,449**	14,268
Non-controlling interests		**(656)**	(1,043)	**–**	–
Total equity		**55,986**	54,161	**13,449**	14,268
Total equity and liabilities		**79,283**	81,824	**13,751**	14,628

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

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Group	
	Note	2024 $'000	2023 $'000
Revenue	22	**65,652**	77,958
Other operating income	23	**1,356**	1,793
Net gain on disposal of subsidiaries		**–**	1,035
Changes in inventories of finished goods and work-in-progress		**(1,331)**	(2,428)
Materials and consumables used and other direct costs		**(35,385)**	(41,106)
Employee benefits expense	27	**(18,598)**	(22,233)
Depreciation and amortisation expense	27	**(2,963)**	(4,438)
Impairment loss on financial assets	27	**(81)**	(152)
Share of profit from associates	27	**71**	–
Other operating expenses	24	**(3,887)**	(5,005)
Finance costs	25	**(387)**	(467)
Profit before tax		**4,447**	4,957
Income tax expense	26	**(559)**	(769)
Profit for the year	27	**3,888**	4,188
Other comprehensive income, after tax			
Items that will not be reclassified subsequently to profit or loss			
– Fair value gain on investments in equity instruments designated at fair value through other comprehensive income ("FVTOCI")		**363**	–
Items that may be reclassified subsequently to profit or loss			
– Fair value gain on investments in debt instruments measured at FVTOCI		**48**	69
– Exchange differences on translation of foreign operations		**(145)**	182
Other comprehensive income for the year, net of tax		**266**	251
Total comprehensive income for the year		**4,154**	4,439
Profit attributable to:			
Owners of the Company		**3,620**	3,684
Non-controlling interests		**268**	504
		3,888	4,188
Total comprehensive income attributable to:			
Owners of the Company		**3,936**	3,872
Non-controlling interests		**218**	567
		4,154	4,439
Basic and diluted earnings per share (cents)	31	**1.54**	1.57

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	Share capital $'000	Accumulated profits $'000	Reserves $'000	Equity attributable to owners of the Company $'000	Non-controlling interests $'000	Total $'000
Group							
Balance as at 1 January 2024		**11,351**	**44,195**	**(342)**	**55,204**	**(1,043)**	**54,161**
Transactions with owners, recognised directly in equity:							
Dividends paid to owners of the Company	28	**–**	**(2,350)**	**–**	**(2,350)**	**–**	**(2,350)**
Dividends paid to non-controlling interest		**–**	**–**	**–**	**–**	**(51)**	**(51)**
Effect of dilution of interest on a subsidiary		**–**	**(155)**	**(63)**	**(218)**	**219**	**1**
Share-based payment		**–**	**–**	**71**	**71**	**–**	**71**
Total		**–**	**(2,505)**	**8**	**(2,497)**	**168**	**(2,329)**
Total comprehensive income for the year:							
Profit for the year		**–**	**3,620**	**–**	**3,620**	**268**	**3,888**
Change in fair value of equity investment at fair value through other comprehensive income		**–**	**–**	**363**	**363**	**–**	**363**
Other comprehensive income for the year		**–**	**–**	**(48)**	**(48)**	**(49)**	**(97)**
Total		**–**	**3,620**	**315**	**3,935**	**219**	**4,154**
Balance as at 31 December 2024		**11,351**	**45,310**	**(19)**	**56,642**	**(656)**	**55,986**
Balance as at 1 January 2023		11,351	41,894	308	53,553	1,775	55,328
Transactions with owners, recognised directly in equity:							
Dividends paid to owners of the Company	28	–	(1,410)	–	(1,410)	–	(1,410)
Dividends paid to non-controlling interest		–	–	–	–	(100)	(100)
Disposal of controlling interest in subsidiaries		–	27	(838)	(811)	(3,285)	(4,096)
Total		–	(1,383)	(838)	(2,221)	(3,385)	(5,606)
Total comprehensive income for the year:							
Profit for the year		–	3,684	–	3,684	504	4,188
Other comprehensive income for the year		–	–	188	188	63	251
Total		–	3,684	188	3,872	567	4,439
Balance as at 31 December 2023		11,351	44,195	(342)	55,204	(1,043)	54,161

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	Share capital $'000	Accumulated profits $'000	Reserves $'000	Total $'000
Company					
Balance as at 1 January 2024		**11,351**	**2,424**	**493**	**14,268**
Transaction with owners, recognised directly in equity:					
Dividends paid	28	**–**	**(2,350)**	**–**	**(2,350)**
Effect of dilution of interest on a subsidiary		**–**	**–**	**(50)**	**(50)**
Total comprehensive income for the year:					
Profit for the year		**–**	**1,533**	**–**	**1,533**
Other comprehensive income for the year		**–**	**–**	**48**	**48**
Total		**–**	**1,533**	**48**	**1,581**
Balance as at 31 December 2024		**11,351**	**1,607**	**491**	**13,449**
Balance as at 1 January 2023		11,351	2,672	424	14,447
Transaction with owners, recognised directly in equity:					
Dividends paid	28	–	(1,410)	–	(1,410)
Total comprehensive income for the year:					
Profit for the year		–	1,162	–	1,162
Other comprehensive income for the year		–	–	69	69
Total		–	1,162	69	1,231
Balance as at 31 December 2023		11,351	2,424	493	14,268

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

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Group	
	2024	2023
	$'000	$'000
Operating activities		
Profit before tax	**4,447**	4,957
Adjustments for:		
Amortisation of intangible assets	**–**	382
Depreciation of property, plant and equipment	**2,085**	2,389
Depreciation of right-of-use assets	**878**	1,667
Fair value changes on derivative financial instruments	**15**	(5)
Gain on lease modification	**–**	(13)
Impairment loss on financial assets	**81**	152
Interest expense	**341**	411
Interest income	**(255)**	(253)
Loss on disposal of property, plant and equipment	**–**	2
Net gain on disposal of subsidiaries	**–**	(1,035)
Net gain arising on financial assets measured at FVTPL	**(168)**	(74)
Property, plant and equipment written off	**16**	47
Allowance for inventories and inventories written off	**19**	483
Share of result of associates	**(71)**	–
Share-based payment	**71**	–
Operating cash flows before movements in working capital	**7,459**	9,110
Inventories	**1,461**	1,951
Trade and other receivables	**3,017**	3,679
Trade and other payables	**(115)**	(2,968)
Cash generated from operations	**11,822**	11,772
Income tax paid	**(538)**	(902)
Net cash from operating activities	**11,284**	10,870

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

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Group	
	2024	**2023**
	$'000	**$'000**
Investing activities		
Disposal of subsidiaries	**–**	(3,708)
Dividend received	**460**	–
Interest received	**250**	253
Investment in financial assets measured at FVTPL	**(785)**	(250)
Investment in equity instrument designated at FVTPL	**(204)**	–
Proceeds from disposal of property, plant and equipment	**–**	43
Purchase of property, plant and equipment (Note A)	**(1,472)**	(2,242)
Net cash used in investing activities	**(1,751)**	(5,904)
Financing activities		
Dividends paid	**(2,350)**	(1,410)
Dividends paid to NCI	**(50)**	(100)
Interest paid	**(341)**	(411)
Repayment of bank borrowings	**(4,503)**	(1,590)
Repayment of lease liabilities	**(798)**	(1,571)
Net cash used in financing activities	**(8,042)**	(5,082)
Net decrease in cash and cash equivalents	**1,491**	(116)
Cash and cash equivalents at beginning of the year	**17,014**	17,107
Effect of foreign exchange rate changes	**(27)**	23
Cash and cash equivalents at end of the year (Note 6)	**18,478**	17,014

Note A

The Group's additions to property, plant and equipment during the year comprised:

	2024	**2023**
	$'000	**$'000**
Additions of property, plant and equipment (Note 10)	**1,171**	2,195
Add: Payment for additions of property, plant and equipment in prior year	**310**	357
Less: Unpaid and recorded as other payables	**(9)**	(310)
	1,472	2,242

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

Changes in liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes.

			Non-cash changes			
	1 January 2024 $'000	Financing cash flows[1] $'000	New leases/ Extension/ Remeasurement $'000	Foreign exchange movement $'000	Other changes $'000	31 December 2024 $'000
Lease liabilities (Note 17)	**6,854**	**(798)**	**823**	**–**	**–**	**6,879**
Bank borrowings (Note 18)	**6,847**	**(4,503)**	**–**	**39**	**–**	**2,383**
	13,701	**(5,301)**	**823**	**39**	**–**	**9,262**

			Non-cash changes				
	1 January 2023 $'000	Financing cash flows[1] $'000	New leases/ Extension/ Remeasurement $'000	Disposal of subsidiaries $'000	Foreign exchange movement $'000	Other changes $'000	31 December 2023 $'000
Lease liabilities (Note 17)	8,735	(1,571)	4,016	(3,951)	–	(375)	6,854
Bank borrowings (Note 18)	8,487	(1,590)	–	–	(50)	–	6,847
	17,222	(3,161)	4,016	(3,951)	(50)	(375)	13,701

(1) The cash flows make up the net amount of proceeds from borrowings and repayments of borrowings in the statement of cash flows.

1. GENERAL INFORMATION

Wong Fong Industries Limited (the "Company") (Registration No. 201500186D) is incorporated in Singapore with its principal place of business and registered office at 79 Joo Koon Circle, Singapore 629107. The Company is listed on the Catalist board of Singapore Exchange Securities Trading Limited ("SGX-ST"). The consolidated financial statements are expressed in Singapore dollar.

The principal activity of the Company is that of investment holding, and business and management consultancy services.

The Company is a subsidiary of Wong Fong Investments Pte. Ltd., a company incorporated in Singapore, which is also the ultimate holding company.

The principal activities of the subsidiaries and associates are disclosed in Notes 13 and 14 respectively.

The consolidated financial statements of the Company and its subsidiaries (the "Group") and the statement of financial position and statement of changes in equity of the Company for the year ended 31 December 2024 were authorised for issue by the Board of Directors on 1 April 2025.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) ("SFRS(I)s") under the historical cost convention, except as disclosed in the relevant notes to the financial statements. All accounting policies have been consistently applied to the current financial year and comparative period, unless otherwise stated.

Where an accounting policy information is not disclosed in the financial statements, it is considered as not material and mainly standardised accounting requirements. The accounting policy information that are material and necessary for the understanding of the financial statements are disclosed in the relevant notes to the financial statements.

The individual financial statements of each entity within the Group are measured and presented in the currency of the primary economic environment in which the entity operates ("functional currency"). The financial statements are presented in Singapore dollar, which is the functional currency of the Company and the presentation currency for the consolidated financial statements. The financial statements are expressed in Singapore dollar and rounded to the nearest thousand ("$'000"), unless otherwise stated.

The preparation of financial statements in compliance with SFRS(I)s requires management to make judgements, estimates and assumptions that affect the Group's application of accounting policies and reported amounts of assets, liabilities, revenue and expenses. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates. The areas where such judgements or estimates have significant effect on the financial statements are disclosed in Note 3 to the financial statements.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

Changes in accounting policies

New standards, amendments and interpretations effective from 1 January 2024

On 1 January 2024, the Group adopted the new or amended SFRS(I) and interpretations to SFRS(I) that are mandatory for application for the year. The adoption of these standards did not result in significant changes to the Group's accounting policies and had no material impact to the Group's financial statements.

New standards, amendments and interpretations issued but not yet effective

There are a number of standards, amendments to standards, and interpretations that are effective in future accounting periods and the Group has not decided to early adopt. The Group does not expect any of these standards upon adoption will have a material impact to the Group, except as discussed below.

SFRS(I) 18 Presentation and Disclosure in Financial Statements

The SFRS(I) 18 replaces SFRS(I) 1-1 *Presentation of Financial Statements* and provides guidance on presentation and disclosure in financial statements, focus on the statement of profit or loss.

SFRS(I) 18 introduces:

- New structure on statement of profit or loss with defined subtotals;
- Disclosure related to management-defined performance measures (MPMs), which are measures of financial performance based on a total or sub-total required by accounting standards with adjustments made (e.g. 'adjusted profit or loss'). A reconciliation of MPMs to the nearest total or subtotal calculated in accordance with accounting standards; and
- Enhanced principles on aggregation and disaggregation of financial information which apply to the primary financial statements and notes in general.

SFRS(I) 18 will take effect on 1 January 2027 and management anticipates that the new requirements will change the current presentation and disclosure in the financial statements. An impact assessment regarding the adoption of SFRS(I) 18 is still underway and has not yet been completed.

2.2 FAIR VALUE MEASUREMENT

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of SFRS(I) 2 *Share-based Payment*, leasing transactions that are within the scope of SFRS(I) 16 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in SFRS(I) 1-2 *Inventories* or value in use in SFRS(I) 1-36 *Impairment of Assets*.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

Fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

(a) Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;

(b) Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and

(c) Level 3 inputs are unobservable inputs for the asset or liability.

Refer to Note 4.3 for details of financial instruments that are measured at fair value on basis described above or where such fair values are disclosed.

2.3 BASIS OF CONSOLIDATION

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. Subsidiaries are entities over which the Group has control. The Group controls an investee if the Group has power over the investee, exposure to variable returns from its involvement with the investee, and the ability to use its power to affect those variable returns. Control is reassessed whenever facts and circumstances indicate that there may be a change in any of these elements of control.

Subsidiaries are consolidated from the date on which the Group obtains control over the investee and cease from consolidation when the control is lost. Control is reassessed whenever the facts and circumstances indicate that they may be a change in the elements of control.

All intra-group balances and transactions and any unrealised income and expenses arising from intra-group transactions are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides an impairment indicator of the transferred asset.

The financial statements of the subsidiaries are prepared for the same financial year as that of the Company, using consistent accounting policies. Where necessary, accounting policies of subsidiaries are changed to ensure consistency with the policies adopted by the Group.

Non-controlling interests

Non-controlling interests represents the equity in subsidiaries which is not attributable directly or indirectly to the equity owners of the parent. They are shown separately in the consolidated statements of comprehensive income, consolidated statement of changes in equity and consolidated statement of financial position. Total comprehensive income is attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions (i.e. transactions with owners). The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the parent.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

When the Group loses control of a subsidiary, it derecognises the assets and liabilities of the subsidiary and any non-controlling interest. The profit or loss on disposal is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. Amounts previously recognised in other comprehensive income in relation to the subsidiary are accounted for (i.e. reclassified to profit or loss or transferred directly to retained earnings) in the same manner as would be required if the relevant assets or liabilities were disposed of. The fair value of any investments retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under SFRS(I) 9 or, when applicable, the cost on initial recognition of an investment in an associate or joint venture.

In the separate financial statements of the Company, investments in subsidiaries, associates and joint ventures are carried at cost, less any impairment loss that has been recognised in profit or loss.

2.4 ASSOCIATES

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. Details of the Group's material associates are disclosed in Note 14.

Associates are initially recognised in the consolidated statement of financial position at cost, and subsequently accounted for using the equity method less any impairment losses. Any premium paid for an associate above the fair value of the Group's share of the identifiable assets, liabilities and contingent liabilities acquired is included in the carrying amount of the investment in associate.

Under the equity method, the Group's share of post-acquisition profits and losses and other comprehensive income is recognised in the consolidated statement of comprehensive income. Post-acquisition changes in the Group's share of net assets of associates and distributions received are adjusted against the carrying amount of the investments.

Losses of an associate in excess of the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment) are not recognised, unless the Group has incurred legal or constructive obligations to make good those losses or made payments on behalf of the associates.

Where the Group transacts with an associate, unrealised profits are eliminated to the extent of the Group's interest in the associate. Unrealised losses are also eliminated, but only to the extent that there is no impairment.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.5 FINANCIAL INSTRUMENTS

The Group recognises a financial asset or a financial liability in its statement of financial position when, and only when, the Group becomes party to the contractual provisions of the instrument.

Financial assets

The Group classifies its financial assets into one of the categories below, depending on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset. The Group shall reclassify its affected financial assets when and only when the Group changes its business model for managing these financial assets. Other than financial assets in a qualifying hedging relationship, the Group's accounting policy for each category is as follows:

Amortised cost

These assets arise principally from the provision of goods and services to customers (e.g. trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment

Impairment provisions for trade receivables are recognised based on the simplified approach within SFRS(I) 9 using the lifetime expected credit losses. During this process, the probability of the non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised in the consolidated statement of comprehensive income. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

Financial assets are initially measured at fair value (except for trade receivables that do not have a significant financing component which are measured at transaction price), net of transaction costs that are directly attributable to the acquisition or issue of financial assets (other than those at fair value through profit or loss). Transaction costs directly attributable to the acquisition or issue of financial assets at fair value through profit or loss are recognised immediately in profit or loss.

Classification and measurement of financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost, fair value through other comprehensive income ('FVTOCI') or fair value through profit or loss ('FVTPL') based on the Group's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

The Group classifies its financial assets in the following measurement categories. The basis of classification and subsequent measurement of the financial assets are further described in the respective notes.

Measurement category	Criteria	Financial assets
Financial assets at amortised cost	Financial assets that are held within a business model whose objective is to collect the contractual cash flows, and that have contractual cash flows that are solely payments of principal and interest on the principal amount outstanding ("SPPI")	Cash and bank balances (Note 6) Trade and other receivables (Note 7)
Debt instruments classified as at FVTOCI	Debt instruments that are held within a business model whose objective is both to collect the contractual cash flows and to sell the debt instruments, and that have contractual cash flows that are SPPI	Listed corporate bonds (Note 15)
Equity instruments designated at FVTOCI	On initial recognition of certain equity instruments that are not held for trading, the Group has made an irrevocable election (on an instrument-by-instrument basis) to present subsequent changes in the instruments' fair value in other comprehensive income	Unlisted shares (Note 15)
Financial assets at FVTPL	Financial assets that do not meet the criteria for amortised cost or FVTOCI are measured at FVTPL	Listed corporate bonds, preference shares and convertible loan (Note 15)

Impairment of financial assets

The Group and the Company recognise a loss allowance for expected credit losses ('ECL') on trade receivables and other receivables, and other debt instruments that are measured at amortised cost or at FVTOCI as well as on financial guarantee contracts. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial asset. The ECL incorporates forward-looking information and is a probability-weighted estimate of the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate. Details about the Group's credit risk management are disclosed in Note 4.2(iv).

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities and equity

Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

Financial liabilities at amortised cost

Financial liabilities at amortised cost include trade and other payables and borrowings. These are initially measured at fair value, net of transaction costs that are directly attributable to the acquisition or issue of the financial liabilities, and are subsequently measured at amortised cost using the effective interest method.

Financial guarantee contract liabilities

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

Financial guarantee contract liabilities are measured initially at their fair values and, if not designated at FVTPL and do not arise from a transfer of a financial asset, are subsequently measured at the higher of:

- the amount of the loss allowance determined in accordance with SFRS(I) 9 *Financial Instruments*; and

- the amount recognised initially less, where appropriate, cumulative amortisation recognised in accordance with the revenue recognition policies.

For the financial guarantees given to banks for borrowings of its subsidiaries, the Company is required to make payments only in the event of a default by the subsidiary in accordance with the terms of the instrument that is guaranteed, and hence the expected loss allowance is the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the Company expects to receive from the holder, the subsidiary or any other party.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

2.6 INVENTORIES

Inventories comprise equipment, spare parts, work-in-progress and goods-in-transit. Inventories are stated at the lower of cost and net realisable value. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. Cost is calculated using the weighted average method and specific identification method according to the nature of inventories. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

2.7 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the assets.

Depreciation is calculated using the straight-line method to allocate the cost of assets over their estimated useful lives as follows:

Buildings	50 years or over the terms of land lease ranging from 26 to 39 years
Motor vehicles	5 to 10 years
Office equipment, furniture and fittings	3 to 10 years
Computers	1 to 6 years
Plant and machinery	10 years

Freehold land is not depreciated.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

At each reporting date, the Group reviews the carrying amounts of its property, plant and equipment to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated based on the higher of fair value less costs of disposal and value in use, to determine the extent of the impairment loss (if any).

Where an asset does not generate cash flows that are independent from other assets, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

An impairment loss is recognised in profit or loss when the recoverable amount of an asset is less than its carrying amount.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, to the extent that the increase does not exceed the carrying amount that would have been determined had no impairment loss been recognised. A reversal of an impairment loss is recognised immediately in profit or loss.

2.8 LEASES

The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. A right-of-use asset and a corresponding lease liability are recognised with respect to all lease arrangements, except for short-term leases (those with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The lease liability is 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. If this rate cannot be readily determined, the Group uses the incremental borrowing rate.

The incremental borrowing rate depends on the term, currency and start date of the lease and is determined based on the rate of interest that a lessee would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives; and
- variable lease payments that depend on an index or rate, measured initially using the index or rate at the commencement date.

A right-of-use asset is initially measured at cost comprising the initial lease liability, any lease payments made at or before the commencement date (less any lease incentives received), any initial direct costs and any restoration costs. The right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses. The right-of-use assets are depreciated over the lease terms commencing from the date of the lease, and are tested for impairment in accordance with the policy similar to that adopted for property, plant and equipment.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made. Lease liability is remeasured by discounting the revised lease payments using a revised discount rate when there is a change in the lease term upon exercising extension options not previously included in the determination of the lease term. A corresponding adjustment is made to the related right-of-use asset.

2.9 REVENUE RECOGNITION

The Group recognises revenue from the following major sources:

- Equipment sales and projects – Sale of cranes and other vehicle-mounted equipment including customisation, engineering and installation of products and solutions for sale;
- Repairs and servicing; and
- Training.

Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes amount collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer. The Group has generally concluded that it is the principal in its revenue arrangements and records revenue on a gross basis because it typically controls the goods or services before transferring them to the customer.

<u>Equipment sales and projects</u>

Revenue is recognised at the point in time when control of the goods is transferred to the customer, generally on delivery of the equipment to the customer’s specific location. The normal credit term is 30 to 60 days upon delivery or completion of performance obligation.

<u>Repairs and servicing</u>

The Group provides repairs and servicing for all hydraulic and mechanical equipment. Revenue is recognised for these services at the point in time in the accounting period in which the performance obligation is satisfied.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

Training

The Group provides training courses primarily to the construction and hospitality related industries. Revenue is recognised at the point in time when such courses are being conducted and the performance obligation is satisfied.

Dividend income

Dividends from equity investments are recognised in profit or loss when the right to receive payment is established. This is the ex-dividend date for listed equity securities, and usually the date when shareholders approve the dividend for unlisted equity securities.

Interest income

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at FVTOCI, and is calculated by applying the effective interest rate to the gross carrying amount of the debt instruments.

The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition.

2.10 GOVERNMENT GRANTS

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received. Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. The grant income is presented under ‘other operating income’ line item.

2.11 EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the profit for the year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the year.

3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group’s accounting policies, which are described in Note 2 to the financial statements, management made judgements, estimates and assumptions about the carrying amounts of assets and liabilities that were not readily apparent from other sources. The estimates and associated assumptions were based on historical experience and other factors that were considered to be reasonable under the circumstances. Actual results may differ from these estimates.

These 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.

3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

3.1 CRITICAL JUDGEMENTS IN APPLYING THE ENTITY'S ACCOUNTING POLICIES

Management is of the opinion that there are no critical judgements (other than those involving estimates) that have a significant effect on the amounts recognised in the financial statements.

3.2 KEY SOURCES OF ESTIMATION UNCERTAINTY

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of each reporting period, 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.

(a) Valuation of investment in unquoted financial assets

The Group holds an investment in a Singapore-based robotics start-up company comprising unquoted ordinary shares and preference shares.

The management engaged an independent valuer to assess and determine the fair value of the investment for the financial year ended 31 December 2024 as the valuation of these unquoted shares requires significant judgement and estimates. Estimation uncertainty is high as significant unobservable inputs were expected to be used to determine the fair value of these investments. The fair value measurements are classified as level 3 of the fair value hierarchy.

The carrying amount of the Group's investment in financial assets is disclosed in Note 15.

(b) Allowance for inventories

The Group's inventories comprise mainly cranes and other vehicle-mounted equipment. The determination of the net realisable value of inventories is dependent upon management's assessment of inventory obsolescence.

This assessment involves significant estimates in determining the level of allowance for inventory obsolescence required.

The carrying amount of the Group's inventories and allowance for inventories recorded are disclosed in Note 9.

(c) Loss allowance for trade receivables

Management estimates expected credit loss ("ECL") allowance by reviewing the historical credit loss rates and adjusts for forward looking information using industry market data and customer profile so as to reflect the effects of current and future economic conditions and factors affecting the industries in which the Group is operating under. The Group's credit risk exposure for trade receivables was disclosed in Note 7 to the financial statements.

The carrying amount of the trade receivables are disclosed in Note 7 to the financial statements.

3.2 KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

(d) Impairment assessment of investment in associate

The recoverable amount of the Group's investment in associate is reviewed at the end of each reporting period to determine whether there is any indication that the investment has suffered an impairment loss. If any such indication exists, the management used value-in-use ("VIU") method to derive the recoverable amount. In estimating the VIU, management prepared discounted cash flow projections which involved judgement in estimating the expected future cash flows using estimated revenue growth rates, gross profit margins, discount rate and terminal growth rate in order to calculate the present value of those cash flows of a cash generating unit which had indicators of impairment. The review did not lead to any impairment loss recognised during the year.

The carrying amount of the investment in associate is disclosed in Note 14.

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT

4.1 CATEGORIES OF FINANCIAL INSTRUMENTS

The following table sets out the categories of financial instruments as at the end of the reporting period:

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$'000	**$'000**	**$'000**	**$'000**
Financial assets				
Financial assets at amortised cost	**26,838**	29,930	**6,482**	8,175
Derivative financial instruments	**–**	6	**–**	–
Financial assets measured at FVTPL	**3,626**	2,403	**2,762**	1,941
Financial assets at FVTOCI:				
Debt instruments classified as at FVTOCI	**953**	905	**953**	905
Equity instruments designated at FVTOCI	**438**	84	**–**	–
Financial liabilities				
Financial liabilities at amortised cost	**12,588**	16,740	**289**	355
Derivative financial instruments	**9**	–	**–**	–
Lease liabilities	**6,879**	6,854	**–**	–

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

4.2 FINANCIAL RISK MANAGEMENT POLICIES AND OBJECTIVES

The Group monitors and manages the financial risks relating to the operations of the Group to ensure appropriate measures are implemented in a timely and effective manner. Where required, the Group uses foreign currency forward contracts to manage the exchange rate risks arising from trade payables and firm commitments to buy goods.

The Group does not hold or issue derivative financial instruments for speculative purposes.

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

(i) Foreign exchange risk management

The Group transacts business in various foreign currencies and therefore is exposed to exchange rate fluctuations. Significant foreign currencies include the Euro, Singapore dollar, United States dollar and Chinese renminbi.

The carrying amounts of significant monetary assets and monetary liabilities denominated in currencies other than the respective group entities' functional currency at the reporting date are as follows:

	Group			
	Assets		Liabilities	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Euro	**1,030**	855	**227**	1,658
Singapore dollar*	**1**	3	**4,172**	4,238
United States dollar	**209**	105	**45**	1
Chinese renminbi	**–**	–	**483**	523

* The Group is exposed to foreign currency risk arising from receivables due from a subsidiary in Malaysia denominated in Singapore dollars.

Foreign currency sensitivity analysis

The following table details the sensitivity to a 5% increase and decrease in the relevant foreign currencies against the functional currency of each group entity. 5% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis below includes only significant outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 5% change in foreign currency rates.

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

4.2 FINANCIAL RISK MANAGEMENT POLICIES AND OBJECTIVES (CONTINUED)

(i) Foreign exchange risk management (Continued)

If the relevant foreign currencies weaken by 5% against the functional currency of each group entity, the Group's profit before tax will increase (decrease) by:

	Group	
	2024	**2023**
	$'000	**$'000**
Euro	**41**	40
Singapore dollar	**(209)**	212
United States dollar	**8**	(5)
Chinese renminbi	**(24)**	26

If the relevant foreign currencies strengthen by 5% against the functional currency of each group entity, there would be an equal and opposite impact on the Group's profit before tax.

The Company does not have significant exposure to exchange rate fluctuations.

(ii) Interest rate risk management

The Group's exposure to cash flow interest rate risk arises mainly from its bank borrowing (Note 18) and interest-bearing financial assets (Note 15). The Company is not exposed to cash flow interest rate risk as the Company does not have significant interest-bearing financial instruments at variable rates.

The interest rate sensitivity analysis is not presented as the Group and Company do not have significant exposure to floating-rate interest bearing financial assets and liabilities.

(iii) Equity price risk management

The Group and the Company are exposed to equity price risks arising from equity investments.

Equity investments in unlisted entities (Note 15) are held for strategic rather than trading purposes. The Group does not actively trade these investments.

No sensitivity analysis is prepared as the Group and the Company do not expect any material effect on the Group's and the Company's profit or loss and equity arising from the effects of reasonably possible changes to equity prices on the investments in equity instruments at the end of the reporting period.

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

(iv) Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group or the Company.

The Group's and the Company's maximum exposure to credit risk without taking into account any collateral held or other credit enhancements, which will cause a financial loss to the Group or the Company due to failure to discharge an obligation by the counterparties or financial guarantees given to banks by the Company for borrowings of its subsidiaries, are represented by the carrying amount of the respective recognised financial assets as stated in the statements of financial position; and the maximum amount the Company would have to pay if the financial guarantees are called upon, irrespective of the likelihood of the guarantees being exercised.

To minimise credit risk, the Group has adopted a policy of only dealing with creditworthy counterparties, as a means of mitigating the risk of financial loss from defaults.

Trade receivables consist of a large number of customers. The Group is exposed to a concentration of credit risk as 10% (2023: 12%) of its total trade and other receivables are due from three (2023: two) counterparties.

The Group regularly monitors outstanding receivables. Credit approvals and other monitoring procedures are also in place to ensure that follow-up action is taken to recover overdue debts. Furthermore, the Group reviews the recoverable amount of each trade debt on an individual basis at the end of the reporting period to ensure that adequate loss allowance is made for irrecoverable amounts.

The Group's and the Company's other receivables are considered to have low risk of default, except for a related party which are in default and accordingly, the loss allowance is measured at an amount equal to lifetime ECL (credit-impaired) as there has been significant increase in credit risk since initial recognition.

Investments in debt instruments are considered to have a low credit risk for the purpose of impairment assessment.

For liquid funds and derivative financial instruments, the credit risk is limited because the counterparties are banks with high credit ratings assigned by international credit rating agencies.

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

4.2 FINANCIAL RISK MANAGEMENT POLICIES AND OBJECTIVES (CONTINUED)

(iv) Credit risk management (Continued)

The Company has assessed the past due status of the borrowings under guarantee, the financial position of its subsidiaries as well as the economic outlook of the industries in which its subsidiaries operate, and concluded that there has been no significant increase in credit risk since initial recognition of the financial guarantee contract. Accordingly, the loss allowance is measured at an amount equal to 12-month ECL. The Company has assessed that the amount of loss allowance for the financial guarantee contract is negligible and therefore no loss allowance was recognised in profit or loss.

The Group's current credit risk grading framework comprises the following categories:

Category	**Definition of category**	**Basis for recognising expected credit losses ("ECL")**
Performing	The counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
Doubtful	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit-impaired
In default	Amount is >90 days past due or there is evidence indicating the asset is credit-impaired.	Lifetime ECL – credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery.	Amount is written off

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

4.2 FINANCIAL RISK MANAGEMENT POLICIES AND OBJECTIVES (CONTINUED)

(iv) Credit risk management (Continued)

The table below details the credit quality of the Group's and Company's financial assets as well as maximum exposure to credit risk by credit risk rating grades:

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount $'000	Loss allowance $'000	Net carrying amount $'000
Group						
2024						
Trade receivables	7	(i)	Lifetime ECL (simplified approach)	**8,030**	**(391)**	**7,639**
Unbilled trade receivables	7	Performing	Lifetime ECL (simplified approach)	**431**	**–**	**431**
Other receivables	7	Performing	12-month ECL	**981**	**–**	**981**
Other receivables – related party	7	In default	Lifetime ECL – credit-impaired	**160**	**(160)**	**–**
Listed corporate bonds	15	Performing	12-month ECL (low credit risk)	**953**	**–**	**953**
					551	
Group						
2023						
Trade receivables	7	(i)	Lifetime ECL (simplified approach)	9,286	(311)	8,975
Unbilled trade receivables	7	Performing	Lifetime ECL (simplified approach)	337	–	337
Other receivables	7	Performing	12-month ECL	3,414	–	3,414
Other receivables – joint venture	7	In default	Lifetime ECL – credit-impaired	113	(113)	–
Other receivables – related party	7	In default	Lifetime ECL – credit-impaired	160	(160)	–
Listed corporate bonds	15	Performing	12-month ECL (low credit risk)	905	–	905
					584	
Company						
2024						
Other receivables	7	Performing	12-month ECL	**187**	**–**	**187**
Listed corporate bonds	15	Performing	12-month ECL (low credit risk)	**953**	**–**	**953**
2023						
Other receivables	7	Performing	12-month ECL	229	–	229
Listed corporate bonds	15	Performing	12-month ECL (low credit risk)	905	–	905

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

4.2 FINANCIAL RISK MANAGEMENT POLICIES AND OBJECTIVES (CONTINUED)

(iv) Credit risk management (Continued)

(i) The Group determines the expected credit losses on trade receivables by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions.

Cash is held with creditworthy financial institutions and is subject to immaterial credit loss.

(v) Liquidity risk management

The Group manages liquidity risk by maintaining sufficient cash and banking facilities. The Group uses combination of the cash inflows from the financial assets and available bank facilities to manage liquidity.

The Group has access to financing facilities of which $21,985,000 (2023: $18,605,000) were unused at the reporting date. The Group expects to meet its obligations through operating cash flows and proceeds of maturing financial assets.

The Company has provided corporate guarantees to certain banks in respect of the banking facilities granted to its subsidiaries amounting to $26,012,000 (2023: $28,142,000), of which $4,027,000 (2023: $9,537,000) was utilised at the end of the reporting period.

The maximum amount that the Company could be forced to settle under the corporate guarantee contract if the full guaranteed amount is claimed by the counterparty to the guarantee is disclosed above. Based on expectations at the end of the reporting period, the Company considers that it is more likely than not that no amount will be payable under the arrangement. However, this estimate is subject to change depending on the probability of the counterparty claiming under the guarantee which is a function of the likelihood that the financial receivables held by the counterparty which are guaranteed suffer credit losses.

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

4.2 FINANCIAL RISK MANAGEMENT POLICIES AND OBJECTIVES (CONTINUED)

(v) Liquidity risk management (Continued)

Liquidity and interest risk analyses

Non-derivative financial liabilities

The following table details the Group's and the Company's remaining contractual maturity for non-derivative financial liabilities with agreed repayment periods. The table has been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. The table includes both interest and principal cash flows.

	Weighted average effective interest rate %	On demand or within 1 year $'000	Within 2 to 5 years $'000	After 5 years $'000	Adjustments $'000	Total $'000
Group						
2024						
Non-interest bearing	**–**	**9,993**	**–**	**–**	**–**	**9,993**
Lease liabilities (fixed rate)	**3.65**	**1,053**	**2,196**	**5,534**	**(1,904)**	**6,879**
Variable interest rate instruments	**4.35**	**90**	**450**	**494**	**(240)**	**794**
Fixed interest rate instruments	**3.73**	**1,285**	**344**	**–**	**(40)**	**1,589**
Total		**12,421**	**2,990**	**6,028**	**(2,184)**	**19,255**
2023						
Non-interest bearing	–	9,893	–	–	–	9,893
Lease liabilities (fixed rate)	3.42	857	2,215	5,837	(2,055)	6,854
Variable interest rate instruments	4.27	86	429	556	(263)	808
Fixed interest rate instruments	1.83	1,651	2,953	1,677	(242)	6,039
Total		12,487	5,597	8,070	(2,560)	23,594
Company						
2024						
Non-interest bearing	**–**	**289**	**–**	**–**	**–**	**289**
2023						
Non-interest bearing	–	355	–	–	–	355

Non-derivative financial assets

The Group's and the Company's non-derivative financial assets as at the end of the financial years ended 31 December 2024 and 2023 are non-interest bearing and are repayable on demand or due within 1 year from the end of the reporting period, except for interest-bearing fixed deposits and investments in listed corporate bonds as disclosed in Notes 6 and 15 respectively.

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

4.2 FINANCIAL RISK MANAGEMENT POLICIES AND OBJECTIVES (CONTINUED)

(v) Liquidity risk management (Continued)

Liquidity and interest risk analyses (Continued)

Derivative financial instruments

The Group's derivative financial instruments comprise of foreign currency forward contracts with contracted gross cash flows due within 1 year.

4.3 FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

Management considers the carrying amounts of financial assets and financial liabilities recorded at amortised cost to approximate their respective fair values due to the relatively short-term maturity of these financial assets and financial liabilities and the interest rates approximating market rates.

Management considers the carrying amounts of non-current lease liabilities and bank borrowings to approximate their respective fair values due to the interest rates approximating market rates.

Some financial assets are measured at fair value for financial reporting purposes. The following table gives information about how the fair values of these financial assets are determined. The fair value gain of Level 3 financial assets measured at FVTPL amounted to $131,000 was included in other operating income in the consolidated statement of profit and loss and other comprehensive income.

Group			
Financial assets	**Fair value hierarchy**	**Valuation technique(s) and key input(s)**	**Relationship and sensitivity of unobservable input(s) to fair value**
Derivative financial instruments (Note 8)			
Foreign currency forward contracts	Level 2	Discounted cash flow. Future cash flows are estimated based on forward exchange rates (from observable forward exchange rates at the end of the reporting period) and contract forward rates, discounted at a rate that reflects the credit risk of various counterparties.	Not applicable.
Financial assets measured at FVTPL (Note 15)			
Listed corporate bonds	Level 1	Quoted bid prices in an active market.	Not applicable.
Convertible loan	Level 3	Equity value of the borrower.	Not applicable.
Investment in unquoted preference shares	Level 3	Option pricing model.	The higher the equity value, the higher the fair value.
Financial assets measured at FVTOCI (Note 15)			
Listed corporate bonds	Level 1	Quoted bid prices in an active market.	Not applicable.
Investment in unquoted ordinary shares	Level 3	Option pricing model.	The higher the equity value, the higher the fair value.

4. FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL MANAGEMENT (CONTINUED)

4.3 FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES (CONTINUED)

Company			
Financial assets	**Fair value hierarchy**	**Valuation technique(s) and key input(s)**	**Relationship and sensitivity of unobservable input(s) to fair value**
Financial assets measured at FVTPL (Note 15)			
Listed corporate bonds	Level 1	Quoted bid prices in an active market.	Not applicable.
Financial assets measured at FVTOCI (Note 15)			
Listed corporate bonds	Level 1	Quoted bid prices in an active market.	Not applicable.

There were no significant transfers between Level 1 and Level 2 and no transfers into or out of Level 3 of the fair value hierarchy during the current or prior year.

4.4 CAPITAL MANAGEMENT POLICIES AND OBJECTIVES

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from the preceding year.

The capital structure of the Group consists of issued capital and bank loans.

The Group sets the amount of capital in proportion to risk. The Group manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt.

The Group has complied with all externally-imposed capital requirements which comprise loan covenants imposed by banks in respect of bank term loans for the financial years ended 31 December 2024 and 2023 (Note 18). The Group's overall strategy remains unchanged from 2023.

5. HOLDING COMPANY AND RELATED PARTY TRANSACTIONS

The Company is a subsidiary of Wong Fong Investments Pte. Ltd., incorporated in Singapore, which is also the Company's ultimate holding company. Related companies in these financial statements refer to members of the ultimate holding company's group of companies that are not members of the Group.

Some of the Company's transactions and arrangements are with its subsidiaries and the ultimate holding company and the effect of these on the basis determined between the parties is reflected in the separate financial statements of the Company. The intercompany balances are unsecured, interest-free and repayable on demand unless otherwise stated and are expected to be settled in cash.

5. HOLDING COMPANY AND RELATED PARTY TRANSACTIONS (CONTINUED)

During the year, group entities entered into the following transactions with related companies:

	Group	
	2024	2023
	$'000	$'000
Transaction with ultimate holding company		
Dividend paid	**1,583**	950

Compensation of directors and key management personnel

The remuneration of directors and other members of key management during the year was as follows:

	Group	
	2024	2023
	$'000	$'000
Short-term employee benefits	**1,885**	2,019
Post-employment benefits	**89**	86
	1,974	2,105

The remuneration of directors and key management is determined by the remuneration committee having regard to the performance of individuals and market trends.

6. CASH AND BANK BALANCES

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Fixed deposits	**5,213**	6,384	**5,000**	6,124
Cash in hand	**385**	126	**–**	–
Bank balances	**13,093**	10,717	**1,294**	1,822
	18,691	17,227	**6,294**	7,946
Less: Pledged fixed deposits	**(213)**	(213)	**–**	–
Cash and cash equivalents per statement of cash flows	**18,478**	17,014	**6,294**	7,946

Cash and bank balances comprise cash on hand and on-demand deposits which are subsequently measured at amortised cost.

For the purposes of the statement of cash flows, cash and cash equivalents consist of cash on hand and demand deposits that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

Certain fixed deposits are pledged as collaterals for bank facilities. The fixed deposits have maturity of one to twelve months (2023: one to seven months), bear interest from 0.05% to 3.76% (2023: 0.05% to 3.76%) per annum and can be withdrawn before maturity without significant risk of changes in value.

7. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2024 $'000	2023 $'000	2024 $'000	2023 $'000
Current assets				
Trade receivables:				
– third parties	**7,889**	9,286	**–**	–
– associate	**141**	–	**–**	–
Loss allowance	**(391)**	(311)	**–**	–
	7,639	8,975	**–**	–
Unbilled trade receivables	**431**	337	**–**	–
	8,070	9,312	**–**	–
Other receivables:				
– deferred consideration	**16**	1,591	**–**	–
– third parties	**46**	423	**98**	143
– subsidiaries	**–**	–	**89**	86
– joint venture	**–**	113	**–**	–
– related party(1)	**160**	160	**–**	–
– deposits	**890**	857	**2**	–
– prepayments	**484**	182	**39**	41
– staff loans	**29**	10	**–**	–
Loss allowance	**(160)**	(273)	**–**	–
	1,465	3,063	**228**	270
Total	**9,535**	12,375	**228**	270
Non-current assets				
Other receivables:				
– deferred consideration(2)	**260**	533	**–**	–

(1) Related party refers to a company which the Group has interest in.

(2) Deferred consideration relates to the partial disposal of the AIH Group in prior financial year and will be settled in cash by the purchasers by instalments before 31 December 2026.

Trade receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. Trade receivables are non-interest bearing and generally have credit terms of 30 to 60 (2023: 30 to 60) days. Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business.

The Group applies the simplified approach in SFRS(I) 9 to measure the loss allowance at an amount equal to lifetime ECL for trade receivables. The loss allowance is estimated using a provision matrix by reference to historical observed default rates which is adjusted with forward-looking information.

The Group writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

7. TRADE AND OTHER RECEIVABLES (CONTINUED)

The following table details the risk profile of trade receivables which is segregated by customer segments.

Engineering	Group Trade receivables – days past due Not past due $'000	Within 90 days $'000	91 to 180 days $'000	181 to 360 days $'000	More than 360 days $'000	Total $'000
2024						
Expected credit loss rate	**0.0%**	**0.1%**	**0.6%**	**2.5%**	**48.5%**	
Estimated total gross carrying amount at default	**4,728**	**2,202**	**225**	**86**	**314**	**7,555**
Lifetime ECL	**(2)**	**(1)**	**(1)**	**(2)**	**(316)**	**(322)**
						7,233
2023						
Expected credit loss rate	0.0%	0.1%	0.5%	40.2%	86.4%	
Estimated total gross carrying amount at default	5,092	2,511	822	191	213	8,829
Lifetime ECL	(2)	(1)	(4)	(77)	(158)	(242)
						8,587

Training	Group Trade receivables – days past due Not past due $'000	Within 30 days $'000	31 to 60 days $'000	61 to 90 days $'000	More than 90 days $'000	Total $'000
2024						
Expected credit loss rate	**1.2%**	**1.0%**	**3.9%**	**6.2%**	**21.9%**	
Estimated total gross carrying amount at default	**88**	**357**	**161**	**49**	**251**	**906**
Lifetime ECL	**(1)**	**(4)**	**(6)**	**(3)**	**(55)**	**(69)**
						837
2023						
Expected credit loss rate	1.7%	1.1%	4.2%	8.4%	22.3%	
Estimated total gross carrying amount at default	76	269	133	76	240	794
Lifetime ECL	(1)	(3)	(6)	(6)	(53)	(69)
						725

7. TRADE AND OTHER RECEIVABLES (CONTINUED)

The following table shows the movement in lifetime ECL that has been recognised for trade receivables in accordance with the simplified approach set out in SFRS(I) 9:

	Total $'000
Group	
Balance at 1 January 2024	**311**
Amounts written off	**(24)**
Change in loss allowance – Origination of new trade receivables net of those settled	**100**
Exchange realignment	**4**
Balance at 31 December 2024	**391**
Balance at 1 January 2023	799
Amounts written off	(67)
Change in loss allowance – Origination of new trade receivables net of those settled	85
Disposal of subsidiaries	(503)
Exchange realignment	(3)
Balance at 31 December 2023	311

Other receivables

Except for a related party, other receivables are considered to have low risk of default as they are not due for payment at the end of the reporting period and there has been no significant increase in credit risk since initial recognition, as the Group and the Company has not identified any indications of adverse changes in business, financial or economic conditions that are expected to cause a significant change in the counterparty's ability to meet its repayment obligations. The loss allowance is measured at an amount equal to 12-month ECL and is determined to be immaterial.

A related party is in default and there is evidence indicating that the amounts are credit-impaired. The loss allowance is measured at an amount equal to lifetime ECL (credit-impaired) as there has been significant increase in credit risk since initial recognition of the receivables.

8. DERIVATIVE FINANCIAL INSTRUMENTS

	Group 2024 $'000	Group 2023 $'000
Assets		
Foreign currency forward contracts		
– Not designated in hedge accounting relationships	**–**	6
Liabilities		
Foreign currency forward contracts		
– Not designated in hedge accounting relationships	**9**	–

The following table details the foreign currency forward contracts outstanding as at the end of the reporting period:

	Average exchange rate	Foreign currency FC'000	Contract value $'000	Changes in fair value $'000
Group				
2024				
Buy EUR: less than 3 months	**1.42**	**1,050**	**1,495**	**(9)**
2023				
Buy EUR: less than 3 months	1.46	2,300	3,350	6

9. INVENTORIES

	Group 2024 $'000	Group 2023 $'000
Materials	**8,895**	12,450
Work-in-progress	**5,611**	3,598
Goods-in-transit	**1,827**	1,678
	16,333	17,726
Less: Allowance for inventories	**(604)**	(570)
	15,729	17,156

Movement in allowance for inventories:

	Group 2024 $'000	Group 2023 $'000
Balance at beginning of the year	**570**	235
Charge to profit or loss for the year	**34**	335
Balance at end of the year	**604**	570

The cost of inventories recognised as expense amounted to $34,643,000 (2023: $39,186,000).

10. PROPERTY, PLANT AND EQUIPMENT

	Freehold land $'000	Buildings $'000	Construction-in-progress $'000	Motor vehicles $'000	Office equipment, furniture and fittings $'000	Computers $'000	Plant and machinery $'000	Total $'000
Group								
Cost								
At 1 January 2024	**661**	**28,442**	**–**	**1,845**	**3,997**	**1,629**	**5,758**	**42,332**
Additions	**–**	**–**	**–**	**241**	**160**	**82**	**688**	**1,171**
Exchange realignment	**33**	**51**	**–**	**4**	**9**	**1**	**12**	**110**
Written off	**–**	**–**	**–**	**–**	**(43)**	**(178)**	**(39)**	**(260)**
At 31 December 2024	**694**	**28,493**	**–**	**2,090**	**4,123**	**1,534**	**6,419**	**43,353**
Accumulated depreciation								
At 1 January 2024	**–**	**10,668**	**–**	**1,304**	**2,006**	**1,544**	**3,461**	**18,983**
Depreciation for the year	**–**	**782**	**–**	**226**	**526**	**75**	**475**	**2,084**
Exchange realignment	**–**	**9**	**–**	**3**	**7**	**1**	**11**	**31**
Written off	**–**	**–**	**–**	**–**	**(28)**	**(178)**	**(38)**	**(244)**
At 31 December 2024	**–**	**11,459**	**–**	**1,533**	**2,511**	**1,442**	**3,909**	**20,854**
Carrying amount								
At 31 December 2024	**694**	**17,034**	**–**	**557**	**1,612**	**92**	**2,510**	**22,499**
At 1 January 2023	700	28,502	201	1,668	4,302	2,289	4,771	42,433
Additions	–	–	–	237	622	335	1,001	2,195
Exchange realignment	(39)	(60)	–	(4)	(11)	(2)	(12)	(128)
Disposal of subsidiaries	–	–	–	–	(829)	(849)	–	(1,678)
Disposals	–	–	–	(21)	(19)	(111)	(137)	(288)
Written off	–	–	–	–	(68)	(33)	(66)	(167)
Reclassification	–	–	(201)	–	–	–	201	–
Transfer to inventory	–	–	–	(35)	–	–	–	(35)
At 31 December 2023	661	28,442	–	1,845	3,997	1,629	5,758	42,332
Accumulated depreciation								
At 1 January 2023	–	9,713	–	1,102	2,078	2,055	3,195	18,143
Depreciation for the year	–	965	–	225	610	175	414	2,389
Exchange realignment	–	(10)	–	(3)	(8)	(1)	(14)	(36)
Disposal of subsidiaries	–	–	–	–	(609)	(541)	–	(1,150)
Disposals	–	–	–	(20)	(5)	(111)	(107)	(243)
Written off	–	–	–	–	(60)	(33)	(27)	(120)
At 31 December 2023	–	10,668	–	1,304	2,006	1,544	3,461	18,983
Carrying amount								
At 31 December 2023	661	17,774	–	541	1,991	85	2,297	23,349

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Freehold land and buildings with a carrying amount of $14,318,000 (2023: $14,901,000) have been pledged to secure banking facilities granted to the Group.

	Computers $'000
Company	
Cost	
At 1 January 2024	**14**
Additions	**–**
At 31 December 2024	**14**
Accumulated depreciation	
At 1 January 2024	**12**
Depreciation for the year	**2**
At 31 December 2024	**14**
Carrying amount	
At 31 December 2024	**–**
Cost	
At 1 January 2023	14
Additions	–
At 31 December 2023	14
Accumulated depreciation	
At 1 January 2023	10
Depreciation for the year	2
At 31 December 2023	12
Carrying amount	
At 31 December 2023	2

11. RIGHT-OF-USE ASSETS

	Leasehold lands $'000	Buildings $'000	Total $'000
Group			
Cost			
At 1 January 2024	**6,158**	**2,451**	**8,609**
Additions	**122**	**607**	**729**
Remeasurement	**–**	**92**	**92**
Reinstatement	**–**	**212**	**212**
Termination of leases	**–**	**(65)**	**(65)**
At 31 December 2024	**6,280**	**3,297**	**9,577**
Accumulated depreciation			
At 1 January 2024	**941**	**1,136**	**2,077**
Depreciation	**256**	**622**	**878**
Termination of leases	**–**	**(65)**	**(65)**
At 31 December 2024	**1,197**	**1,693**	**2,890**
Carrying amount			
At 31 December 2024	**5,083**	**1,604**	**6,687**
Cost			
At 1 January 2023	5,993	6,585	12,578
Additions	–	3,842	3,842
Remeasurement	165	9	174
Termination of leases	–	(1,335)	(1,335)
Disposal of subsidiaries	–	(6,650)	(6,650)
At 31 December 2023	6,158	2,451	8,609
Accumulated depreciation			
At 1 January 2023	709	3,432	4,141
Depreciation	232	1,435	1,667
Termination of leases	–	(968)	(968)
Disposal of subsidiaries	–	(2,763)	(2,763)
At 31 December 2023	941	1,136	2,077
Carrying amount			
At 31 December 2023	5,217	1,315	6,532

The Group leases lands and buildings for use as office premises and training space. The lease terms of the lands and buildings range from 26 to 60 years. The lease payments are subject to annual review by the lessor. The Group's obligations are secured by the lessors' title to the leased assets.

The additions to right-of-use assets relate to new leases entered during the year as well as the renewal of existing lease contracts for buildings which expired in the during the year.

12. INTANGIBLE ASSETS

	Goodwill $'000	Accreditation and copyright[(1)] $'000	Other intangible assets[(2)] $'000	Total $'000
Group				
Cost				
At 1 January 2023	1,431	4,549	8	5,988
Disposal of subsidiaries	(1,431)	(4,549)	(8)	(5,988)
At 31 December 2023	–	–	–	–
Amortisation and impairment				
At 1 January 2023	1,431	2,000	8	3,439
Amortisation for the year	–	382	–	382
Disposal of subsidiaries	(1,431)	(2,382)	(8)	(3,821)
At 31 December 2023	–	–	–	–
Carrying amount				
At 31 December 2023	–	–	–	–

(1) The accreditation pertains to the approval and status as a public training organisation under the SkillsFuture Singapore. The copyright pertains to the right to use the courseware materials for the course modules. The accreditation and copyright has useful life of 12 years, over which the assets are amortised.

(2) The other intangible assets pertain to exclusive rights to use certain intellectual property and courseware materials. These are amortised over the useful life of 3 years.

13. INVESTMENT IN SUBSIDIARIES

	Company 2024 $'000	Company 2023 $'000
Equity shares at cost – unquoted	**3,846**	3,896
Deemed capital contribution[(1)]	**588**	588
Less: Allowance for impairment	**(920)**	(920)
	3,514	3,564

(1) In 2017, the Company contributed 20% of the issued and paid-up share capital of Wong Fong Academy Pte Ltd ("WFA") to its subsidiary, Wong Fong Engineering Pte Ltd ("WFE") as partial consideration for the acquisition of 60% shareholdings in Ascendo International Holdings Pte. Ltd. and its subsidiaries ("AIH Group"). The 20% of the issued and paid-up share capital of WFA was given up for a cash consideration of $2.

In previous years, the Company had recognised impairment loss of $920,000 for the investment in subsidiaries for which management had determined there were no expected future cash flows to be derived from these subsidiaries.

13. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the Group's significant subsidiaries at 31 December 2024 are as follows:

Name of subsidiary	Principal activities	Country of incorporation and operation	Proportion of ownership interest and voting rights held 2024 %	2023 %
Held by the Company				
Wong Fong Engineering Works (1988) Pte. Ltd.[1]	Trading and installation of mechanical handling equipment, truck mounted hydraulic speed loaders, and etc, fabrication work, and after sales service and repairs.	Singapore	**100**	100
Wong Fong Academy Pte. Ltd.[1][2]	Training and consultancy services.	Singapore	**95**	100
CE Asia Holdings Pte. Ltd.[3]	Investment holding.	Singapore	**65**	65

(1) Audited by BDO LLP, Singapore.

(2) During the year, the Group disposed 5% of its interest in Wong Fong Academy Pte. Ltd, ("WFA") by transferring the shares to an executive director of WFA as part of an employee share arrangement.

(3) Audited by Law Piang Woon & Co.

Details of non-wholly owned subsidiaries that have material non-controlling interests are as below:

Name of subsidiaries	Place of incorporation and principal place of business	Proportion of ownership interests and voting rights held by non-controlling interests 2024 %	2023 %	Profit/(Loss) allocated to non-controlling interests for the year 2024 $'000	2023 $'000	Non-controlling interest 2024 $'000	2023 $'000
CE Asia Holdings Pte. Ltd.	Singapore	**35**	35	**230**	112	**(840)**	(1,021)
Wong Fong Academy Pte Ltd.	Singapore	**5**	–	**47**	176	**205**	–
Individually immaterial subsidiaries with non-controlling interests				**(9)**	216	**(21)**	(22)
				268	504	**(656)**	(1,043)

Summarised financial information in respect of each of the Group's subsidiaries that has material non-controlling interests is set out below. The summarised financial information below represents amounts before intragroup eliminations.

13. INVESTMENT IN SUBSIDIARIES (CONTINUED)

	CE Asia Holdings Pte.Ltd.		Wong Fong Academy Pte. Ltd.	
	2024 $'000	2023 $'000	2024 $'000	2023 $'000
Current assets	**2,576**	1,977	**3,551**	–
Non-current assets	**1,582**	1,544	**5,376**	–
Current liabilities	**(5,819)**	(5,636)	**(2,791)**	–
Non-current liabilities	**(739)**	(801)	**(2,852)**	–
Equity attributable to owners of the Company	**(1,560)**	(1,895)	**(3,489)**	–
Non-controlling interests	**(840)**	(1,021)	**205**	–
Revenue	**3,398**	3,301	**10,904**	9,833
Expenses	**(2,741)**	(2,980)	**(9,534)**	(8,953)
Profit for the year	**657**	321	**1,370**	880
Profit attributable to owners of the Company	**427**	209	**1,323**	704
Profit attributable to non-controlling interests	**230**	112	**47**	176
Profit for the year	**657**	321	**1,370**	880
Other comprehensive (loss)/income attributable to owners of the Company	**(92)**	118	**–**	–
Other comprehensive (loss)/income attributable to non-controlling interests	**(50)**	63	**–**	–
Other comprehensive (loss)/income for the year	**(142)**	181	**–**	–
Total comprehensive income attributable to owners of the Company	**335**	327	**1,202**	704
Total comprehensive income attributable to non-controlling interests	**180**	175	**47**	176
Total comprehensive income for the year	**515**	502	**1,249**	880
Dividends paid to non-controlling interests	**–**	–	**50**	100
Net cash inflow/(outflow) from operating activities	**405**	(279)	**3,009**	1,871
Net cash outflow from investing activities	**(14)**	(15)	**(246)**	(891)
Net cash outflow from financing activities	**(91)**	(78)	**(2,074)**	(1,577)
Net cash inflow/(outflow)	**300**	(372)	**689**	(597)

14. INVESTMENT IN ASSOCIATES

	Group 2024 $'000	Group 2023 $'000
Cost of investment in associates	**1,254**	1,254
Dividend received	**(460)**	–
Share of result	**71**	–
	865	1,254

Details of the Group's significant associate at the end of the reporting period are as follows:

Name of associates	Principal activities	Country of incorporation and operation	Proportion of ownership interest and voting rights held 2024 %	2023 %
Ascendo International Holdings Pte. Ltd.[1]	Investment holding.	Singapore	**20**	20

(1) Audited by Law Piang Woon & Co.

The associate is accounted for using the equity method in the consolidated financial statements as set out in the Group's material accounting policy information in Note 2.

Summarised financial information in respect of the Group's material associates, AIH Group, is set out below.

	2024 $'000	2023 $'000
Current assets	**4,107**	6,413
Non-current assets	**2,315**	4,390
Current liabilities	**(3,075)**	(3,365)
Non-current liabilities	**(1,102)**	(2,798)
Revenue	**9,087**	9,134
Loss for the year, representing total comprehensive loss for the year	**89**	787

14. INVESTMENT IN ASSOCIATES (CONTINUED)

Reconciliation of the summarised financial information of the Group's material associate, AIH Group to the carrying amount of the interest in AIH Group recognised in these consolidated financial statements:

	2024 $'000	2023 $'000
Net assets of the associate	**2,245**	4,640
Proportion of the Group's ownership interest in AIH Group	**20%**	20%
	449	928
Other intangible assets	**112**	112
Goodwill	**214**	214
	775	1,254

In FY2023, the Group disposed of 40% interest in Ascendo International Holdings Pte. Ltd. and its subsidiaries ("AIH Group") and retains 20% interest. The Group has determined the fair value of the 20% investment retained in AIH Group to be $1,254,000 and this is regarded as the cost on initial recognition of an investment in an associate.

15. INVESTMENTS IN FINANCIAL ASSETS

	Group		Company	
	2024 $'000	2023 $'000	2024 $'000	2023 $'000
Debt instruments classified as at FVTOCI(i)				
– Listed corporate bonds	**953**	905	**953**	905
Equity instruments designated as at FVTOCI(ii)				
– Unquoted ordinary shares	**438**	84	**–**	–
Financial assets measured at FVTPL				
– Listed corporate bonds(iii)	**2,762**	1,941	**2,762**	1,941
– Unquoted preference shares(ii)	**864**	–	**–**	–
– Convertible loan(ii)	**–**	462	**–**	–
	3,626	2,403	**2,762**	1,941
	5,017	3,392	**3,715**	2,846

(i) The listed corporate bonds pay interest at rates ranging from 2.15% to 2.90% (2023: 2.15% to 2.90%) per annum and the bonds will mature between year 2031 to year 2032 (2023: year 2031 to year 2032). At maturity, the Group will receive a nominal amount of S$1,000,000 (2023: S$1,000,000). The corporate bonds are held by the Group within a business model whose objective is to collect the contractual cash flows which are solely payments of principal and interest on the principal amount outstanding and to sell these financial assets. Hence the corporate bonds are classified as at FVTOCI.

(ii) The Group holds an investment in a Singapore-based robotics start-up company comprising unquoted ordinary shares and preference shares. For the ordinary shares, the Group has elected to designate these investments in equity instruments as at FVOCI as these equity instruments are held for medium to long-term strategic purposes.

During the financial year, the Group invested US$150,000 (equivalent to S$203,000) in preference shares and a loan to the start-up company was also converted to preference shares. The investment in preference shares was classified as financial assets measured at FVTPL

(iii) The Group invested in perpetual debt instruments which pay variable interest at rates ranging from 2.97% to 4.48% (2023: 2.97% to 4.48%).

16. TRADE AND OTHER PAYABLES

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$'000	**$'000**	**$'000**	**$'000**
Current liabilities				
Trade payables – third parties	**6,619**	6,676	**10**	–
Other payables:				
– third parties	**1,195**	621	**–**	–
– related parties[1]	**350**	350	**–**	–
– subsidiary	**–**	–	**90**	35
– deferred grant income	**43**	263	**–**	–
– accrued expenses	**1,829**	2,246	**189**	325
– others	**596**	600	**13**	–
	4,013	4,080	**292**	360
Total	**10,632**	10,756	**302**	360
Non-current liabilities				
Provision for reinstatement	**212**	–	**–**	–
Deferred grant income	**1**	4	**–**	–
	213	4	**–**	-

(1) Amount pertains to payable to directors of a subsidiary and is unsecured, interest-free and repayable on demand.

Trade payables due to third parties are non-interest bearing and are generally settled on 30 to 60 (2023: 30 to 60) days' credit terms.

The non-trade amounts due to related parties and subsidiary are unsecured, interest-free and repayable on demand.

17. LEASE LIABILITIES

	Group	
	2024	**2023**
	$'000	**$'000**
Maturity analysis:		
Year 1	**1,053**	857
Year 2	**825**	832
Year 3	**609**	634
Year 4	**389**	416
Year 5	**372**	333
Year 6 onwards	**5,535**	5,837
	8,783	8,909
Less: Unearned interest	**(1,904)**	(2,055)
	6,879	6,854
Analysed as:		
Current	**872**	671
Non-current	**6,007**	6,183
	6,879	6,854

18. BANK BORROWINGS

	Group 2024 $'000	Group 2023 $'000
Secured borrowings at amortised cost		
Bank loans	**2,383**	6,847
Less: Amount due for settlement within 12 months (shown under current liabilities)	**(1,305)**	(1,583)
Amount due for settlement after 12 months	**1,078**	5,264

The bank borrowings are secured by the Group's land and buildings (Note 10) and corporate guarantees given by the Company and certain directors.

The Group's bank borrowings consist of:

(a) A secured term loan with carrying amount of $794,000 (2023: $808,000) drawn down by a subsidiary from a bank. The loan is repayable over 20 years commencing from October 2014. The loan bears interest at 2.30% per annum below the bank's base financing rate and at a floating rate. The effective interest rate for the year is 4.35% (2023: 4.27%) per annum.

(b) A 5-year Temporary Bridging Loan ("TBL") under Enterprise Financing Scheme with principal amount of $5,000,000 drawn down by a subsidiary from a bank. The TBL Programme was introduced by the Singapore Government with the purpose of providing financial support to alleviate cashflow needs of enterprises affected by COVID-19. The loan is repayable over 5 years commencing from September 2020. The loan bears a fixed interest at 2% per annum. The effective interest rate for the year is 2% per annum.

(c) A secured term loan with principal amount of $5,184,000 drawn down by a subsidiary from a bank to finance the purchase of a property. The loan is repayable in monthly instalments over 10 years commencing from January 2022. The loan bears a fixed interest at 1.4% per annum for first and second year, third year onwards floating interest at 1.2% over SORA per annum. The effective interest rate for the year is 4.65% (2023: 1.4%) per annum.

19. DEFERRED TAX

The following are the major deferred tax liabilities and (assets) recognised by the Group, and the movements thereon, during the current and prior financial years:

	Group					
	Accelerated tax depreciation $'000	Intangible assets $'000	Right-of-use assets* $'000	Lease liabilities* $'000	Others $'000	Net $'000
At 1 January 2023	997	449	1,434	(1,485)	(15)	1,380
Credit to profit or loss for the year (Note 26)	–	(65)	337	(352)	70	(10)
Disposal of subsidiaries	(16)	(384)	(661)	672	(20)	(409)
At 31 December 2023 and 31 December 2024	981	–	1,110	(1,165)	35	961

20. SHARE CAPITAL

	Group and Company			
	2024		2023	
	Number of ordinary shares	$'000	Number of ordinary shares	$'000
Issued and paid up:				
At the beginning and end of the year	**235,000,000**	**11,351**	235,000,000	11,351

Fully paid ordinary shares, which have no par value, carry one vote per share and a right to dividends as and when declared by the Company.

21. RESERVES

	Group		Company	
	2024 $'000	2023 $'000	2024 $'000	2023 $'000
Foreign exchange translation reserve	**509**	605	**–**	–
Capital reserve	**(357)**	(365)	**538**	588
Investments revaluation reserve	**(171)**	(582)	**(47)**	(95)
	(19)	(342)	**491**	493

Foreign exchange translation reserve

Exchange differences relating to the translation of the net assets of the Group's foreign operations, which relate to subsidiaries only, from their functional currency into the Group's presentation currency, being Singapore dollars, are recognised directly in the translation reserves.

Movement in foreign exchange translation reserve:

	Group	
	2024 $'000	2023 $'000
At beginning of the year	**605**	486
Exchange differences on translating the net assets of foreign operations	**(96)**	119
At end of the year	**509**	605

21. RESERVES (CONTINUED)

Capital reserve

(i) Capital reserve at the Group level represents the gain on acquisition/disposal of additional interest in subsidiaries from/to non-controlling interest shareholders.

(ii) Capital reserve at the Company level represents the fair value of 20% of the issued and paid-up share capital of Wong Fong Academy Pte Ltd (“WFA”), given to the founders of AIH Group as part of the acquisition of 60% shareholdings in AIH Group by Wong Fong Engineering Pte Ltd (“WFE”), a wholly owned subsidiary of the Company, in previous year. Management had assessed the fair value of 20% of the issued and paid-up share capital of WFA using the income approach, resulting in a deemed interest of $588,000. During the year, the Company disposed of 5% of its interest in WFA for $50,000, transferring the shares to a director of WFA as part of an employee share arrangement. This transfer was considered a deemed contribution from the Company.

Investments revaluation reserve

The investments revaluation reserve represents the cumulative gains and losses arising on the revaluation of investments in equity instruments designated at FVTOCI and investments in debt instruments classified as at FVTOCI.

Movements in investments revaluation reserve:

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$’000	**$’000**	**$’000**	**$’000**
At beginning of the year	**(582)**	(651)	**(95)**	(164)
Fair value gain on investments in equity instruments designated at FVTOCI	**363**	–	**–**	–
Fair value gain on investments in debt instruments classified as FVTOCI	**48**	69	**48**	69
At end of the year	**(171)**	(582)	**(47)**	(95)

22. REVENUE

The Group derives its revenue from contracts with customers for the transfer of goods and services at a point in time in the following major revenue streams which is consistent with the revenue information that is disclosed for each reportable segment under SFRS(I) 8 (Note 30).

A disaggregation of the Group's revenue for the year is as follows:

	Group	
	2024	**2023**
	$'000	**$'000**
Engineering		
– Equipment sales	**40,692**	34,968
– Repairs and servicing	**13,747**	13,505
– Projects	**353**	10,662
	54,792	59,135
Training	**10,860**	18,823
	65,652	77,958

The transaction price allocated to partially unsatisfied performance obligations for projects revenue as at the end of the reporting period is $8.5 million.

Management expects that the transaction price allocated to the unsatisfied contracts as of 31 December 2024 will be recognised as revenue during the next reporting period.

Contract liabilities

	Group	
	2024	**2023**
	$'000	**$'000**
Advance billing	**1,539**	1,580

Contract liabilities primarily relate to the obligation to transfer goods or services to customers for which the Group has received advances from customers. Contract liabilities are recognised as revenue as the Group fulfils its performance obligations under the contract.

<u>Revenue recognised in relation to contract liabilities</u>

	Group	
	2024	**2023**
	$'000	**$'000**
Revenue recognised in current financial year that was included in the contract liabilities balances at the beginning of the financial year	**500**	1,306

The performance obligation is part of the contract that has an original expected duration of one year or less. Accordingly, the allocation of aggregate transaction price to the remaining performance obligations and explanation on when the Group expect the revenue to be recognised are not disclosed.

23. OTHER OPERATING INCOME

	Group	
	2024	**2023**
	$'000	**$'000**
Commission income	**196**	300
Fair value changes on derivative financial instruments	**(15)**	5
Gain on lease modification	**–**	13
Government grants	**407**	906
Interest income	**255**	253
Net gain arising on financial assets measured at FVTPL	**168**	74
Rental rebates and income	**186**	72
Others	**159**	170
	1,356	1,793

24. OTHER OPERATING EXPENSES

	Group	
	2024	**2023**
	$'000	**$'000**
Allowance for inventories and inventories written off	**19**	483
Entertainment expense	**121**	83
Insurance	**383**	388
Loss on disposal of property, plant and equipment	**–**	2
Loss on foreign exchange – net	**132**	283
Marketing expense	**304**	312
Printing and stationery	**174**	229
Professional fees	**574**	683
Property, plant and equipment written off	**16**	47
Property tax	**275**	266
Short-term leases expenses	**225**	164
Repair and maintenance	**646**	830
Utility charges	**477**	585
Other expenses	**541**	650
	3,887	5,005

25. FINANCE COSTS

	Group	
	2024	**2023**
	$'000	**$'000**
Interest on lease liabilities	**199**	267
Interest on bank borrowings	**141**	144
Others	**47**	56
	387	467

26. INCOME TAX EXPENSE

	Group	
	2024 $'000	2023 $'000
Current tax expense	**697**	770
Deferred tax (Note 19)	**–**	(10)
(Over)/Under provision in respect of prior years:		
– current tax	**(138)**	9
	559	769

Domestic income tax is calculated at 17% (2023: 17%) of the estimated assessable profit for the year. Taxation for other jurisdictions is calculated at the rates prevailing in the relevant jurisdictions.

The total charge for the year can be reconciled to the profit before tax as follows:

	Group	
	2024 $'000	2023 $'000
Profit before tax	**4,447**	4,957
Income tax expenses calculated at 17% (2023: 17%)	**756**	843
Effect of different tax rates of subsidiaries operating in other jurisdictions	**42**	(20)
Tax effect of items that are not deductible in determining taxable profits	**85**	1
Tax-exempt income and tax rebates	**(66)**	(52)
(Over)/Under provision of tax in respect of prior years	**(138)**	9
Deferred tax assets not recognised	**(63)**	55
Others	**(57)**	(67)
	559	769

Subject to the agreement with the relevant tax authorities and compliance with conditions of the relevant tax legislations, the Group has the following unabsorbed capital allowance and unutilised tax losses available for offset against future taxable profits. No deferred tax asset has been recognised as it is not considered probable that there will be future taxable profits available.

	Group Unabsorbed capital allowance and unutilised tax losses $'000
At 1 January 2024	**1,816**
Utilisation of unrecognised deferred tax assets	**(373)**
At 31 December 2024	**1,443**
At 1 January 2023	4,128
Adjustment during the year	(490)
Disposal of subsidiaries	(1,822)
At 31 December 2023	1,816

27. PROFIT FOR THE YEAR

Profit for the year has been arrived at after charging/(crediting):

	Group	
	2024	2023
	$'000	$'000
Depreciation and amortisation:		
– Depreciation of property, plant and equipment	**2,085**	2,389
– Depreciation of right of use assets	**878**	1,667
– Amortisation of intangible assets	**–**	382
Employment benefits expenses – directors of the Company:		
– Short term benefits	**655**	814
– Defined contribution plans	**19**	23
Employment benefits expenses – directors of subsidiaries:		
– Short term and other long term benefits	**1,465**	2,190
– Defined contribution plans	**97**	139
– Share based payment	**71**	–
Directors' fees:		
– Directors of the Company	**140**	140
– Director of a subsidiary	**2**	2
Employee benefit expenses (including directors' remuneration):		
– Defined contribution plans	**1,275**	1,590
– Others	**17,322**	20,643
Audit fees:		
– paid to auditors of the Company	**114**	183
– paid to other auditors	**14**	25
Non-audit fees:		
– paid to auditors of the Company	**24**	29
– paid to other auditors	**4**	4
Impairment loss on financial assets:		
– Allowance for doubtful debts – trade	**56**	85
– Bad debts written off – trade	**25**	67
Net foreign exchange losses	**132**	282
Fair value loss/(gain) on derivative financial instruments	**15**	(5)

28. DIVIDEND

2024

The Company declared and paid a tax exempt (one-tier) final dividend of S$0.0060 per share (total of S$1,410,000) and a special dividend of S$0.0040 per share (total of S$940,000) to shareholders of the Company in respect of FY2023. The total final and special dividend paid to shareholders of the Company was S$2,350,000. The dividend was paid on 30 May 2024.

2023

The Company declared and paid a tax exempt (one-tier) final dividend of S$0.0060 per share (total of S$1,410,000) to shareholders of the Company in respect of FY2022. The dividend was paid on 30 May 2023.

29. COMMITMENTS

	Group	
	2024	2023
	$'000	$'000
Capital expenditure	**499**	164

30. SEGMENT INFORMATION

For the purposes of resource allocation and assessment of segment performance, the Group's chief operating decision makers focus on the business operating units which are organised into engineering and training segments. This forms the Group's reportable segments under SFRS(I) 8.

Segment revenue and results

The following is an analysis of the Group's revenue and results by reportable segment:

	Group			
	Revenue		Net profit	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Engineering	**54,792**	59,135	**2,109**	2,397
Training	**10,860**	18,823	**2,399**	2,789
	65,652	77,958	**4,508**	5,186
Interest income			**255**	253
Other operating expenses[i]			**–**	(15)
Share of results of an associate			**71**	–
Finance costs			**(387)**	(467)
Profit before tax			**4,447**	4,957
Income tax expense			**(559)**	(769)
Profit for the year			**3,888**	4,188

(i) Pertains mainly to research and development related expenses.

Segment revenue and results

Revenue reported above represents revenue generated from external customers.

The accounting policies of the reportable segments are the same as the Group's material accounting policy information described in Note 2.9. Segment profit represents the profit earned by each segment without allocation of research and development related expenses, share of results of associate, interest income, finance costs, and income tax expense. This is the measure reported to the chief operating decision makers for the purposes of resource allocation and assessment of segment performance.

30. SEGMENT INFORMATION (CONTINUED)

Segment assets

	Group	
	2024	**2023**
	$'000	**$'000**
Engineering	**60,480**	63,878
Training	**6,778**	5,879
Total segment assets	**67,258**	69,757
Unallocated assets	**12,025**	12,067
Consolidated total assets	**79,283**	81,824

For the purposes of monitoring segment performance and allocating resources between segments, the chief operating decision makers monitor the tangible, intangible and financial assets attributable to each segment. All assets are allocated to reportable segments with the exception of assets of group entities that are investment holding in nature (Note 13), investments in associate (Note 14) and investments in financial assets (Note 15). Assets used jointly by reportable segments are allocated on the basis of the revenue earned by individual reportable segments.

Liabilities are not allocated as they are not monitored by the chief operating decision makers for the purposes of resource allocation and assessment of segment performance.

Other segment information

	Group					
	Depreciation and amortisation		**Additions to non-current assets**		**Net gain on disposal of subsidiary**	
	2024	**2023**	**2024**	**2023**[(1)]	**2024**	**2023**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Engineering	**1,966**	2,131	**1,047**	893	**–**	(1,035)
Training	**996**	2,305	**1,093**	1,715	**–**	–
Unallocated	**1**	2	**–**	–	**–**	–
Total	**2,963**	4,438	**2,140**	2,608	**–**	(1,035)

(1) Excludes additions to non-current assets of the disposed subsidiaries.

30. SEGMENT INFORMATION (CONTINUED)

Geographical information

The Group's operates predominantly in Singapore (country of domicile), except for two (2023: two) subsidiaries operating in Malaysia and Myanmar.

The Group's revenue from external customers and information about its segment assets (non-current assets excluding investment in associate and financial instruments) by geographical location are detailed below:

	Group			
	Revenue from external customers		Non-current assets	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Based on location of customer				
Singapore	**60,419**	73,535	**27,831**	28,821
Others	**5,233**	4,423	**1,615**	1,593
	65,652	77,958	**29,446**	30,414

Information about major customers

No single customer accounted for more than 10% of the Group's total revenue in FY2024.

Approximately 13% of the Group's total revenue in FY2023 arose from sales to one major customer from the Engineering segment.

31. EARNINGS PER SHARE

The calculation of the basic and diluted earnings per share attributable to the ordinary owners of the Company is based on the following data:

	Group	
	2024	2023
	$'000	$'000
Earnings per ordinary share ("EPS")		
Profit for the year attributable to owners of the Company	**3,620**	3,684
Weighted average number of ordinary shares for the purpose of earnings per share	**235,000,000**	235,000,000
EPS – Basic and diluted (cents)	**1.54**	1.57

There were no dilutive equity instruments for 2024 and 2023.

32. RECLASSIFICATION

During the current financial year, certain reclassifications was made to the comparative figures to conform to the presentation of the current financial year as follows:

	As previously reported 2023 $'000	Reclassification 2023 $'000	As reported 2023 $'000
STATEMENT OF FINANCIAL POSITION			
Current liabilities			
Trade and other payables	12,336	(1,580)	10,756
Contract liabilities	–	1,580	1,580

STATISTICS OF SHAREHOLDINGS

AS AT 14 MARCH 2025

Number of issued shares	:	235,000,000
Issued and fully paid-up capital	:	$11,890,000.00
Number of treasury shares held	:	Nil
Number of subsidiary holdings	:	Nil
Class of shares	:	Ordinary shares
Voting rights	:	1 vote per ordinary shares

SHAREHOLDINGS HELD IN HANDS OF PUBLIC

Based on the information available to the Company as at 14 March 2025, approximately 26.62% of the issued ordinary shares of the Company were held in the hands of the public and therefore Rule 723 of the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited has been complied with.

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 – 99	0	0.00	0	0.00
100 – 1,000	16	5.02	9,800	0.00
1,001 – 10,000	69	21.63	486,600	0.21
10,001 – 1,000,000	220	68.96	21,778,400	9.27
1,000,001 & above	14	4.39	212,725,200	90.52
TOTAL	319	100.00	235,000,000	100.00

TOP TWENTY SHAREHOLDERS

	NAME OF SHAREHOLDERS	NO. OF SHARES	% OF SHARES
1	WONG FONG INVESTMENTS PTE LTD	158,280,000	67.35
2	LEE CHONG SENG	11,520,000	4.90
3	LIAN HUP METAL CO PTE LTD	9,600,000	4.08
4	UOB KAY HIAN PTE LTD	5,300,000	2.26
5	LEW SIEW CHOO	4,745,000	2.02
6	LIEW AH KUIE	4,380,000	1.86
7	DBS NOMINEES PTE LTD	4,004,700	1.70
8	NG ENG SENG	3,802,100	1.62
9	LEW SIEW CHENG	3,069,000	1.31
10	PHILLIP SECURITIES PTE LTD	1,836,400	0.78
11	PE KOK BOON	1,800,000	0.77
12	TAN ENG HUI	1,800,000	0.77
13	WONG SIEW KEONG	1,490,000	0.63
14	HAN SEE KWANG	1,098,000	0.47
15	HAN CHOON SIANG	896,500	0.38
16	SIM SEM PENG	800,000	0.34
17	TEH SIEW LYE	730,000	0.31
18	TEHC INTERNATIONAL PTE LTD	530,000	0.23
19	ER KEE SING	500,000	0.21
20	LILY LIM HWEE LI	500,000	0.21
		216,681,700	92.20

SUBSTANTIAL SHAREHOLDERS

	Direct Interest		Deemed Interest	
Name of Substantial Shareholder	**No. of Shares**	**Percentage (%)**	**No. of Shares**	**Percentage (%)**
Wong Fong Investments Pte. Ltd.	158,280,000	67.35	–	–
Liew Ah Kuie(1)	4,380,000	1.86	158,280,000	67.35
Jimmy Lew Holding Pte. Ltd.(2)	–	–	158,280,000	67.35
Liew Chern Yean(3)(4)	–	–	159,010,000	67.66
Lew Chern Yong (Liu Zhengrong)(3)	–	–	158,280,000	67.35
Ng Thye Eng(5)	140,000	0.06	158,280,000	67.35

Notes:

(1) Liew Ah Kuie holds approximately 29.52% of the issued and paid-up share capital in Wong Fong Investments Pte. Ltd. ("**Wong Fong Investments**"), which in turn holds 158,280,000 shares in the Company. Accordingly, Liew Ah Kuie is deemed to be interested in the 158,280,000 shares held by Wong Fong Investments pursuant to Section 4 of the Securities and Futures Act 2001 ("**SFA**").

(2) Jimmy Lew Holding Pte. Ltd. ("**Jimmy Lew Holding**") holds approximately 41.43% of the issued and paid-up share capital in Wong Fong Investments, which in turn holds 158,280,000 shares in the Company. Accordingly, Jimmy Lew Holding is deemed to be interested in the 158,280,000 shares held by Wong Fong Investments pursuant to Section 4 of the SFA.

(3) Liew Chern Yean and Lew Chern Yong (Liu Zhengrong) each holds 25% of the issued and paid-up share capital in Jimmy Lew Holding, which in turn is deemed interested in the 158,280,000 shares held by Wong Fong Investments. Accordingly, Liew Chern Yean and Lew Chern Yong (Liu Zhengrong) are deemed to be interested in the 158,280,000 shares held by Wong Fong Investments pursuant to Section 4 of the SFA.

(4) Liew Chern Yean is deemed to be interested in the 730,000 shares held by his spouse, Teh Siew Lye, by virtue of Section 7 of the Companies Act 1967 of Singapore.

(5) Ng Thye Eng holds 20% of the issued and paid-up share capital in Jimmy Lew Holding, which in turn is deemed interested in the 158,280,000 shares held by Wong Fong Investments. Accordingly, Ng Thye Eng is deemed to be interested in the 158,280,000 shares held by Wong Fong Investments pursuant to Section 4 of the SFA.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the annual general meeting ("**AGM**") of **Wong Fong Industries Limited** (the "**Company**") will be held at 79 Joo Koon Circle, Singapore 629107 on Friday, 25 April 2025 at 10.00 a.m. to transact the following business:

As Ordinary Business

1. To receive and adopt the directors' statement and the audited financial statements of the Company for the financial year ended 31 December 2024 ("**FY2024**") together with the auditors' report thereon. **(Resolution 1)**

2. To declare a final tax exempt (one-tier) dividend of 0.60 Singapore cents per ordinary share and special tax exempt (one-tier) dividend of 0.40 Singapore cents per ordinary share for FY2024. **(Resolution 2)**

3. To note the retirement of Mr. Pao Kiew Tee as a Director of the Company who is retiring in accordance with Regulation 114 of the Company's constitution ("**Constitution**").
[See Explanatory Note (i)]

4. To re-elect Mr. Wong Chit Chong as a Director of the Company who is retiring in accordance with Regulation 114 of the Constitution.
[See Explanatory Note (ii)] **(Resolution 3)**

5. To approve the sum of S$135,000 as Directors' fees for the financial year ending 31 December 2025 and the payment thereof on a semi-annually in arrears. **(Resolution 4)**

6. To re-appoint BDO LLP as auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 5)**

7. To transact any other business that may be transacted at an AGM.

As Special Business

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

8. **Authority to allot and issue shares in the capital of the Company**

   That pursuant to Section 161 of the Companies Act 1967 (Singapore) ("**Companies Act**"), Rule 806 of the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") ("**Catalist Rules**") and the Constitution, authority be and is hereby given to the Directors to allot and/or issue:

   (i) new ordinary shares in the capital of the Company ("**Shares**") whether by way of rights, bonus or otherwise; or

   (ii) convertible securities; or

   (iii) additional convertible securities issued pursuant to Rule 829 of the Catalist Rules, notwithstanding that the general mandate may have ceased to be in force at the time the securities are issued, provided that the adjustment does not give the holder a benefit that a shareholder does not receive; or

(iv) Shares arising from the conversion of convertible securities, notwithstanding that the general mandate may have ceased to be in force at the time the Shares are to be issued,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit, provided that:

(a) the aggregate number of Shares and convertible securities that may be issued pursuant to this resolution shall not exceed 100% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (b) below), of which the aggregate number of Shares and convertible securities that may be issued other than on a pro rata basis to existing shareholders ("**Shareholders**") shall not exceed 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (b) below);

(b) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares and convertible securities that may be issued under sub-paragraph (a) above, the percentage of Shares that may be issued shall be based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) at the time of passing of this resolution, after adjusting for (i) new Shares arising from the conversion or exercise of any convertible securities; (ii) new Shares arising from exercising of any share options or vesting of share awards provided that such options or awards (as the case may be) were granted in compliance with the Catalist Rules; and (iii) any subsequent bonus issue, consolidation or sub-division of Shares; provided that any adjustments made under sub-paragraphs (b)(i) and (b)(ii) 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 this resolution;

(c) in exercising such 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 SGX-ST) and the Constitution for the time being; and

(d) unless revoked or varied by the Company in a general meeting, such authority shall continue in force until (i) the conclusion of the next AGM; or (ii) the date by which the next AGM is required by law to be held, whichever is earlier.
[See Explanatory Note (iii)] **(Resolution 6)**

9. **Authority to grant awards and issue Shares pursuant to the Wong Fong Performance Share Plan**

That pursuant to Section 161 of the Companies Act, authority be and is hereby given to the Directors to:

(i) offer and grant awards ("**Awards**") from time to time in accordance with the provisions of the Wong Fong Performance Share Plan (the "**PSP**"); and

(ii) allot and issue from time to time such number of new Shares as may be required to be issued pursuant to the vesting of Awards granted under the PSP,

provided always that the aggregate number of Shares issued and issuable pursuant to the Awards granted under the PSP, when added to (i) the number of Shares issued and issuable and/or transferred or transferable in respect of all Awards granted thereunder; and (ii) all other Shares issued and issuable and/or transferred or transferable in respect of all options granted or awards granted under any other share incentive schemes or share plans adopted by the Company, shall not exceed 15% of the total issued share capital of the Company (excluding treasury shares and subsidiary holdings) from time to time and that such authority shall, unless revoked or varied by the Company in a general meeting, continue in force until the conclusion of the next AGM or the date by which the next AGM is required by law to be held, whichever is earlier.
[See Explanatory Note (iv)] **(Resolution 7)**

10. **Renewal of the Share Buyback Mandate**

That:

(i) for the purposes of Sections 76C and 76E of the Companies Act, the exercise by the Directors of all the powers of the Company to purchase or otherwise acquire Shares not exceeding in aggregate the Prescribed Limit (as defined herein), at such price(s) as may be determined by the Directors from time to time up to the Maximum Price (as defined herein), whether by way of:

(A) on-market purchases transacted through the SGX-ST's trading system or on another stock exchange on which the Shares are listed ("**Market Purchase**"); or

(B) off-market acquisition in accordance with an equal access scheme as defined in Section 76C of the Companies Act ("**Off-Market Purchase**"),

and otherwise in accordance with all other laws, regulations and the Catalist Rules as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "**Share Buyback Mandate**");

(ii) the authority conferred on the Directors pursuant to the Share Buyback Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of passing of this resolution and expiring on the earliest of:

(A) the date on which the next AGM is held or required by law to be held;

(B) the date on which the purchases or acquisitions of Shares pursuant to the Share Buyback Mandate are carried out to the full extend mandated; or

(C) the date on which the authority conferred by the Share Buyback Mandate is varied or revoked by Shareholders in a general meeting,

(the "**Relevant Period**");

(iii) in this resolution:

"**Prescribed Limit**" means 10% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) as at the date of passing of this resolution, unless the Company has effected a reduction of its share capital in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period, in which event the total number of issued Shares shall be taken to be the total number of issued Shares (excluding any treasury shares and subsidiary holdings) as altered after such capital reduction;

"**Maximum Price**" in relation to a Share to be purchased or acquired, means the purchase price (excluding brokerage, stamp duties, commission, applicable goods and services tax and other related expenses) not exceeding:

(A) in the case of a Market Purchase, 105% of the Average Closing Price (as defined herein); and

(B) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Average Closing Price,

where:

"**Average Closing Price**" means the average of the closing market prices of the Shares traded on the SGX-ST over the last five (5) market days, on which transactions in the Shares were recorded, immediately preceding the date of the Market Purchases by the Company or, as the case may be, the date of the making of the offer pursuant to the Off-Market Purchase, and deemed to be adjusted for any corporate action that occurs during the relevant five (5) market days and the day on which the purchases are made; and

"**date of the making of the offer**" means the day on which the Company announces its intention to make an offer for the purchase of Shares from Shareholders, stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase;

(iv) the Directors and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may consider necessary, expedient, incidental or in the interests of the Company to give effect to the transactions contemplated and/or authorised by this resolution.
[See Explanatory Note (v)] **(Resolution 8)**

By Order of the Board

Low Mei Mei, Maureen
Ha Mui Ling
Joint Company Secretaries

Singapore, 10 April 2025

Explanatory notes on ordinary resolutions to be passed:

(i) **Item 3** – Cognizant of the tenure limit for independent directors and to be in compliance with Rule 406(3)(d)(iv) of the Catalist Rules, Mr. Pao Kiew Tee will not be seeking re-election and will retire as a Director at the conclusion of the AGM. Upon his retirement, he will cease to be the Independent Chairman of the Board and will relinquish his position as Chairman of the Audit Committee and a member of the Remuneration and Nominating Committees.

(ii) **Resolution 3** – Detailed information on Mr. Wong Chit Chong can be found in the Company's FY2024 annual report ("**FY2024 Annual Report**"). Mr. Wong Chit Chong, if re-elected as a Director, will remain as the Independent Non-Executive Director, Chairman of the Nominating and Remuneration Committees and a member of the Audit Committee, and shall be considered independent for the purposes of Rule 704(7) of the Catalist Rules. Mr. Wong Chit Chong has no relationship with the Company, its related corporations, its substantial Shareholders or its officers.

(iii) **Resolution 6** if passed, will empower the Directors to allot and issue Shares and convertible securities in the Company up to an amount not exceeding 100% of the total number of issued Shares (excluding treasury shares and subsidiary holdings), of which the total number of Shares issued other than on a pro rata basis to existing Shareholders, shall not exceed 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings).

(iv) **Resolution 7** if passed, will empower the Directors to offer and grant Awards under the PSP, and to allot and issue Shares pursuant to the vesting of Awards granted under the PSP, provided that the aggregate number of Shares issued and issuable pursuant to the PSP, when added to (i) the number of Shares issued and issuable and/or transferred or transferable in respect of all Awards granted thereunder; and (ii) all other Shares issued and issuable and/or transferred or transferable in respect of all options granted or Awards granted under any other share incentive schemes or share plans adopted by the Company, shall not exceed 15% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) from time to time.

(v) **Resolution 8** if passed, will empower the Directors, from the date of the AGM until the next AGM is held or is required by law to be held, or until it is varied or revoked by the Company in a general meeting, whichever is earlier, to purchase or otherwise acquire issued Shares by way of Market Purchases or Off-Market Purchases, up to the Prescribed limit at the Maximum Price in accordance with the terms and conditions set out in the circular to Shareholders in relation to the proposed renewal of the Share Buyback Mandate ("**Circular**"). Please refer to the Circular for more details.

Notes:

1. The AGM will be held physically at the venue, date and time stated above. There will be no option for members to participate virtually. Printed copies of this notice of AGM, proxy form and request form will be sent to members. These documents are available to members by electronic means via publication on the SGX's website at https://www.sgx.com/securities/company-announcements and on the Company's corporate website at https://wongfongindustries.com. A member will need an internet browser and PDF reader to view these documents.

   Shareholders who wish to receive a printed copy of the FY2024 Annual Report may do so by completing the request form and sending it via email to investors@wongfong.com to the Company by 10.00 a.m. on 22 April 2025.

Register in person to attend the AGM

2. Pre-registration is not required. Members are invited to attend the AGM in person. Members are required to bring along their NRIC/passport to enable the Company to verify their identity. Members who are feeling unwell on the date of the AGM are strongly encouraged not to attend the AGM.

Voting by Proxy

3. A member entitled to attend, speak and vote at the AGM is entitled to appoint no more than 2 proxies to attend and vote on his behalf. Where a member appoints more than 1 proxy, he shall specify the proportion of his Shares to be represented by each proxy.

4. Pursuant to Section 181 of the Companies Act, any member who is a relevant intermediary is entitled to appoint 1 or more proxies to attend and vote at the AGM. Relevant intermediary is either:

   (a) a banking corporation licensed under the Banking Act 1970 or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;

   (b) a capital markets services licence holder which provides custodial services under the Securities and Futures Act 2001 and holds shares in that capacity; or

   (c) the Central Provident Fund ("**CPF**") Board established by the Central Provident Fund Act 1953, in respect of shares purchased on behalf of CPF investors and if the CPF Board holds those shares in the capacity of an intermediary pursuant to applicable subsidiary legislation.

5. A proxy or attorney need not be a member of the Company.

6. Supplementary Retirement Scheme ("**SRS**") investors who hold Shares through SRS Operators:

   (a) may vote at the AGM if they are appointed as proxies by their SRS Operators, and should contact their SRS Operators if they have any queries regarding their appointment as proxies; or

   (b) may appoint the Chairman of the AGM as proxy to vote on their behalf at the AGM, in which case they should approach their SRS Operators at least 7 working days before the AGM to submit their votes by 10.00 a.m. on 15 April 2025.

7. The duly executed proxy form must be submitted in the following manner: (i) if submitted by post, be lodged at the registered office of the Company located at 79 Joo Koon Circle, Singapore 629107; or (ii) if submitted electronically, be submitted via email to the Company at investors@wongfong.com, in either case, by 10.00 a.m. on 22 April 2025 (being not less than 72 hours before the time appointed for holding the AGM).

8. Completion and return of the Proxy Form by a member will not prevent him/her from attending, speaking and voting at the AGM if he/she so wishes. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the 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 relevant instrument appointing a proxy(ies) to the AGM.

Submission of questions prior to the AGM

9. (a) Members may also submit questions related to the resolutions to be tabled for approval at the AGM. All questions, together with the members' full names, identification numbers, contact numbers and email addresses and manner in which they hold Shares, must be submitted to the Company no later than 10.00 a.m. on 17 April 2025 in the following manner:–

      (i) by posting a physical copy to the registered office of the Company at 79 Joo Koon Circle, Singapore 629107; or

      (ii) by sending an email to the Company at investors@wongfong.com.

   (b) The Company will endeavour to address relevant and substantial questions (as may be determined by the Company in its sole discretion) received before and during the AGM, at the AGM.

   (c) Minutes of AGM – The Company will, within one month after the AGM, publish the minutes of the AGM on SGXNET and on the Company's corporate website, and the minutes will include the responses to the questions which are addressed during the AGM, if any.

PERSONAL DATA PRIVACY

By submitting an instrument appointing the 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) for the purpose of the processing and administration by the Company (or its agents) of the appointment of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, proxy lists, minutes and other documents relating to the AGM (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) 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.

Photographic, sound and/or video recordings of the AGM may be made by the Company for record keeping and to ensure the accuracy of the minutes prepared of the AGM. Accordingly, the personal data of a member of the Company (such as his name) may be recorded by the Company for such purpose.

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*This notice has been prepared by the Company and has been reviewed by the Company's sponsor, United Overseas Bank Limited (the "**Sponsor**"), for compliance with Rules 226(2)(b) and 753(2) the Catalist Rules. This notice has not been examined or approved by the SGX-ST. The SGX-ST assumes no responsibility for the contents of this notice, including the correctness of any of the statements or opinions made or reports contained in this notice.*

The contact person for the Sponsor is Ms Priscilla Ong, Vice President, Equity Capital Markets, who can be contacted at 80 Raffles Place, #03-03 UOB Plaza 1, Singapore 048624, telephone: +65 6533 9898.

WONG FONG INDUSTRIES LIMITED
(Incorporated in the Republic of Singapore)
(Company Registration No. 201500186D)

IMPORTANT:
1. The annual general meeting ("**AGM**") will be held physically with no option to attend virtually.
2. The notice of AGM together with this proxy form and request form will be printed and sent by post to members. Unless otherwise defined herein, all capitalised terms used in this proxy form shall bear the same meanings ascribed to them in the Company's FY2024 annual report. These documents will also be made available to members by electronic means via publication on the SGX's website and on the Company's corporate website.
3. A relevant intermediary may appoint more than 2 proxies to attend the AGM and vote (please see note 3 for the definition of "relevant intermediary").
4. This proxy form is not valid for use by Supplementary Retirement Scheme ("**SRS**") investors and shall be ineffective for all intents and purposes if used or purported to be used by them. Such investors should approach their Relevant Intermediary as soon as possible to specify voting instructions. SRS investors should approach their respective SRS Operators at least 7 working days before the AGM to ensure their votes are submitted.
5. PLEASE READ THE NOTES TO THIS PROXY FORM.

ANNUAL GENERAL MEETING PROXY FORM

I/We ______________________________ NRIC/Passport/Co. Registration No. ______________

of ____

being a member/members of WONG FONG INDUSTRIES LIMITED hereby appoint

Name	Address	NRIC/Passport No.	Proportion of Shareholdings (%)

and/or (delete as appropriate)

Name	Address	NRIC/Passport No.	Proportion of Shareholdings (%)

or failing him/her/them, the Chairman of the AGM, as my/our proxy/proxies, to attend and vote for or against or abstain from voting on the Resolutions to be proposed at the AGM as indicated hereunder, for me/us and on my/our behalf at the AGM to be held at **79 Joo Koon Circle, Singapore 629107** on Friday, **25 April 2025 at 10.00 a.m.** and at any adjournment thereof. 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.

		Number of Votes		
No.	**Resolutions Relating To:**	**For**	**Against**	**Abstain**
	AS ORDINARY BUSINESS			
1	Directors' statement and the audited financial statements of the Company for the financial year ended 31 December 2024 ("**FY2024**") together with the auditors' report thereon			
2	Payment of proposed final tax exempt (one-tier) dividend of 0.60 Singapore cents per ordinary share and special tax exempt (one-tier) dividend of 0.40 Singapore cents per ordinary share for FY2024			
3	Re-election of Mr Wong Chit Chong as a director of the Company ("**Director**")			
4	Approval of Directors' fees for the financial year ending 31 December 2025 and the payment thereof semi-annually in arrears			
5	Re-appointment of BDO LLP as auditors of the Company and to authorise the Directors to fix their remuneration			
	AS SPECIAL BUSINESS			
6	Authority to allot and issue shares in the capital of the Company			
7	Authority to grant awards and issue shares pursuant to the Wong Fong Performance Share Plan			
8	Renewal of the Share Buyback Mandate			

I/We have directed my/our proxy/proxies to vote "For" or "Against" or "Abstain" the Resolutions with a "√" within the boxes provided.

Alternatively, if you wish to exercise some and not all of your votes "For" and Against" the resolution and/or to abstain from voting in respect of the resolutions, please indicate the number of votes "For", the number of votes "Against" and/or the number "Abstain" in the boxes provided for the resolutions.

Dated this ________ day of ________________ 2025

Total Number of Shares Held

____
Signature(s) of Member(s) or
Common Seal of Corporate Member

IMPORTANT
PLEASE READ NOTES OVERLEAF

Notes:

1. Please insert the total number of shares you hold. If you have shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001 (Singapore)), 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 entered against your name in the Depository Register and registered in your name in the register of members. If no number is inserted, the instrument appointing a proxy or proxies shall be deemed to relate to all the shares in the capital of the Company held by you.

2. A member who is not a relevant intermediary is entitled to appoint not more than 2 proxies to attend, speak and vote in his/her stead. A proxy need not be a member of the Company.

3. Where a member appoints more than 1 proxy, he/she shall specify the proportion of his/her shareholding to be represented by each proxy. If no such proportion or number is specified, the first named proxy may be treated as representing 100% of the shareholding and any subsequent named proxy as an alternate to the earlier named. The proxy form may be accessed and downloaded from SGXNET and the Company's website.

4. A member who is a relevant intermediary entitled to attend and vote at the AGM is entitled to appoint more than 2 proxies to attend, speak and vote at the AGM instead of such member, but each such proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than 2 proxies, the appointments shall be invalid unless the member specifies the number of shares in relation to which each proxy has been appointed. "Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967 (Singapore).

   For any member who acts as an intermediary pursuant to Section 181(6) of the Companies Act 1967 (Singapore) who is either:

   (a) a banking corporation licensed under the Banking Act 1970 or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;

   (b) a capital markets services licence holder which provides custodial services under the Securities and Futures Act 2001 and holds shares in that capacity; and

   (c) Central Provident Fund ("**CPF**") Board established by the Central Provident Fund Act 1953 in respect of shares purchased on behalf of CPF investors and if the CPF Board holds those shares in the capacity of an intermediary pursuant to applicable subsidiary legislation.

   Investors whose shares are held with relevant intermediaries including SRS investors, who wish to appoint the Chairman of the AGM as proxy, should approach their respective intermediaries such as SRS Operators at least 7 working days before the AGM to submit their voting instructions by 10.00 a.m. on 15 April 2025.

5. A member can appoint the Chairman of the AGM, who need not be a member of the Company, as his/her/its proxy, but this is not mandatory.

6. This proxy form must be submitted to the Company in the following manner:

   (a) if submitted by post, be lodged at the registered office of the Company at 79 Joo Koon Circle, Singapore 629107; or

   (b) if submitted electronically, be submitted via email to the Company at investors@wongfong.com,

   in either case, **by 10.00 a.m. on 22 April 2025** (being not less than 72 hours before the time appointed for holding the AGM).

7. This proxy form must be under the hand of the appointor or of his attorney duly authorised in writing or where it 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. Where the proxy form is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof shall if required by law, be duly stamped must be lodged with the instrument.

8. 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, in accordance with Section 179 of the Companies Act 1967 (Singapore).

9. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing the Chairman of the AGM. In addition, in the case of shares entered in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if the member, being the appointor, is not shown to have shares entered against his name in the Depository Register as at 72 hours before the time fixed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

10. Completion and return of the Proxy Form by a member will not prevent him/her from attending, speaking and voting at the AGM if he/she so wishes. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the 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 relevant instrument appointing a proxy(ies) to the AGM.

Personal Data Privacy

By submitting an instrument appointing a proxy/(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the notice of AGM dated 10 April 2025.

SINGAPORE

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