



FY2025 Annual General Meeting
Thursday, 30 April 2026



Agenda

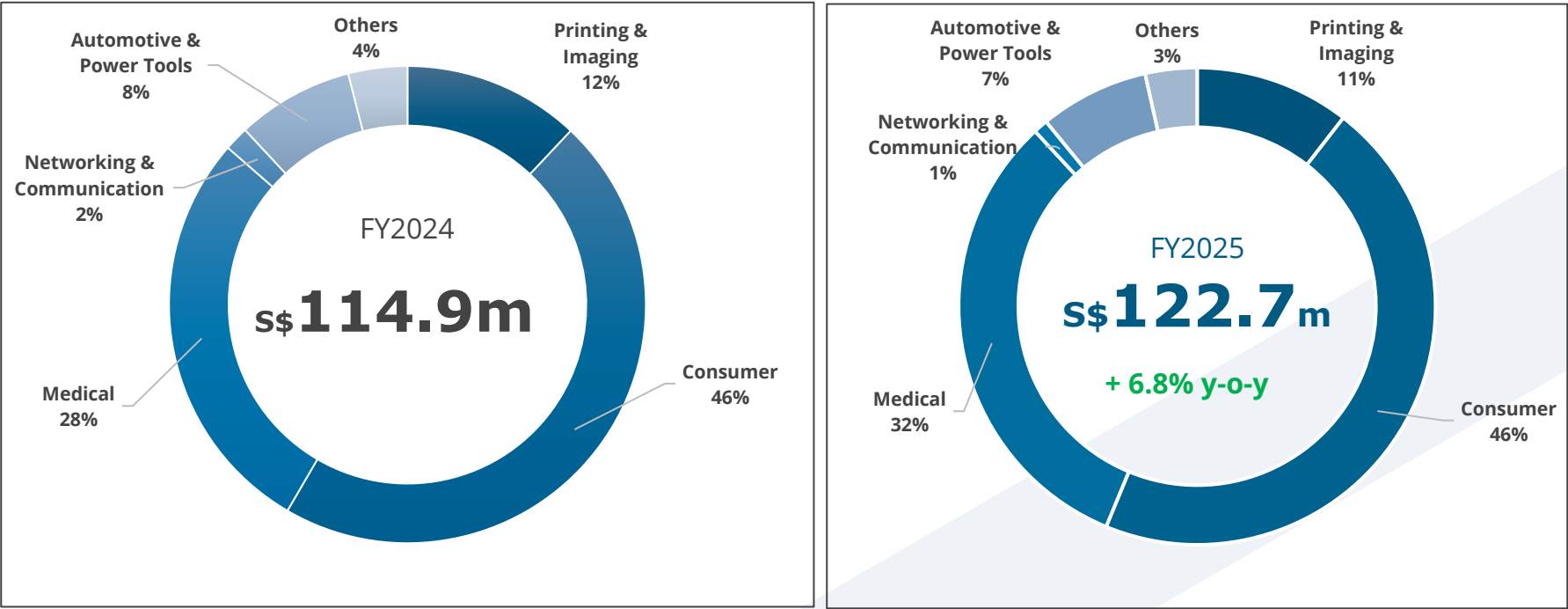
- Financial Performance
- Recent Corporate Developments
- Business Updates
- Outlook
- Q&A





Financial Performance

FY2025 Snapshot- Continuing Operations



REVENUE

FY2024

s\$17.0k

PBT and FX

FY2025

s\$4.2m

LBT and FX

PROFIT/LOSS BEFORE TAX & FX

s\$50.2m

as at 31 Dec 2025

NET CASH POSTION

6.6 ¢

per ordinary share

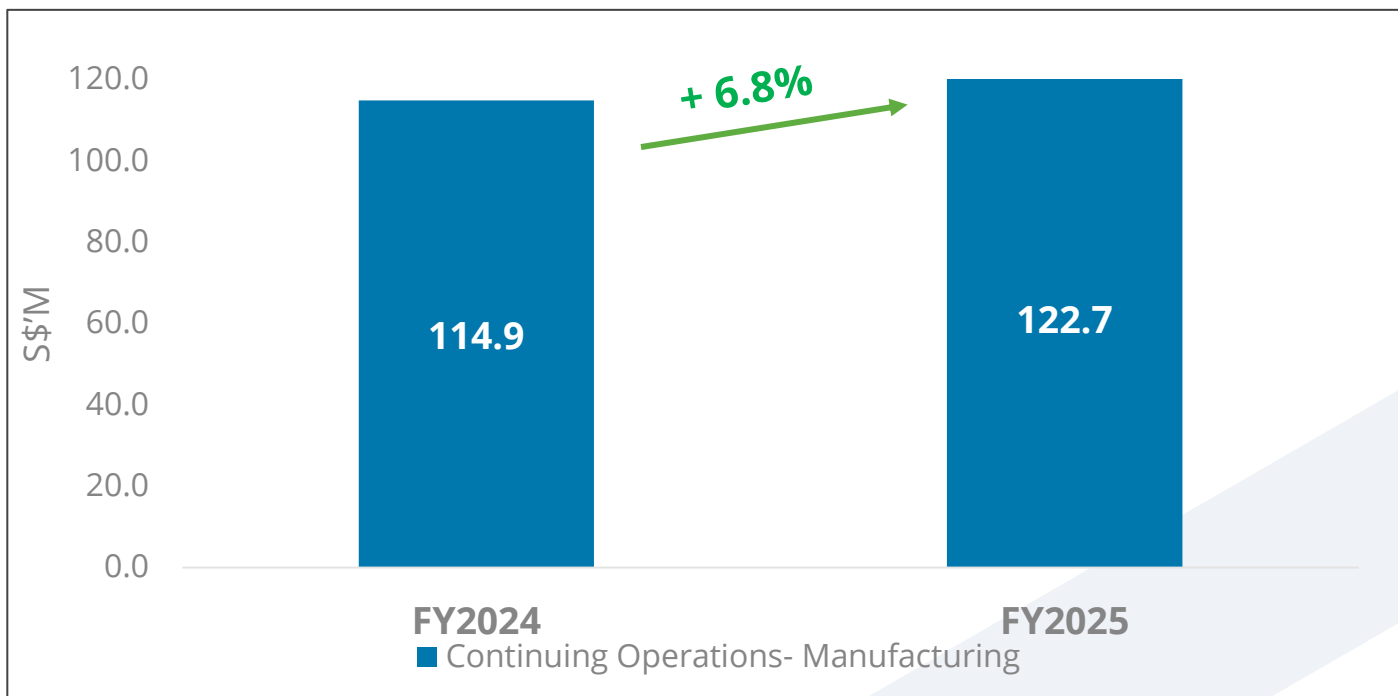
NET CASH PER SHARE

16.8 ¢

per ordinary share

NAV

FY2025 Review – Revenue



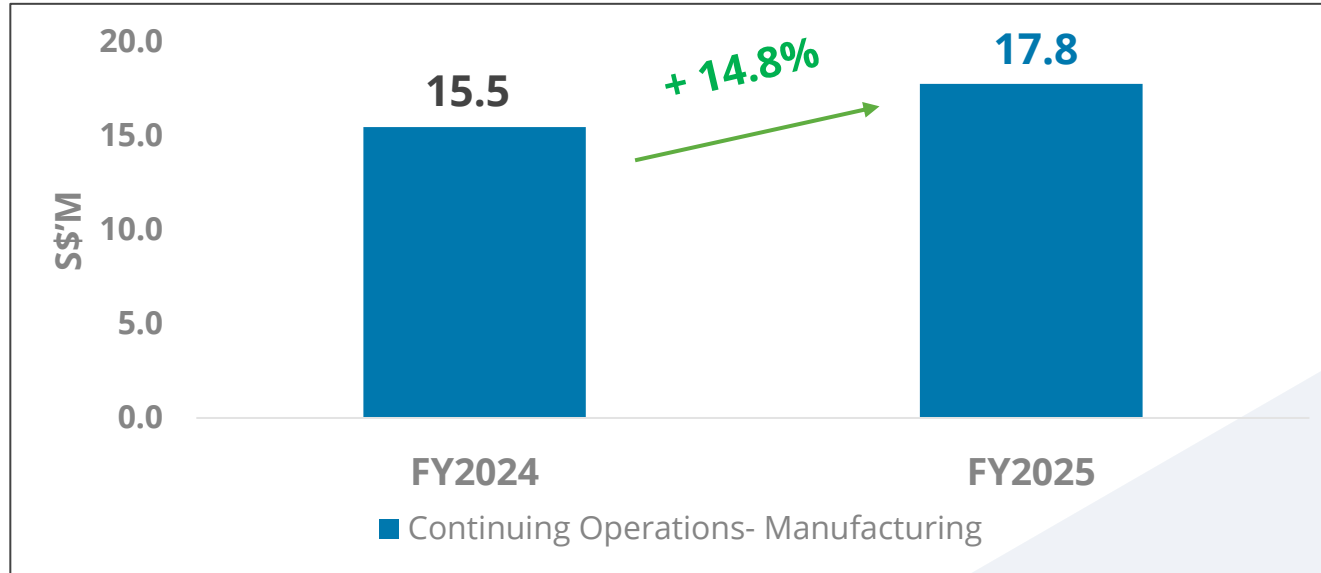
Manufacturing Revenue by Geography

S\$'M	FY2024	FY2025	Change (%)
Singapore	46.2	56.8	22.9
Malaysia	36.6	33.1	(9.5)
China	32.1	32.8	2.2

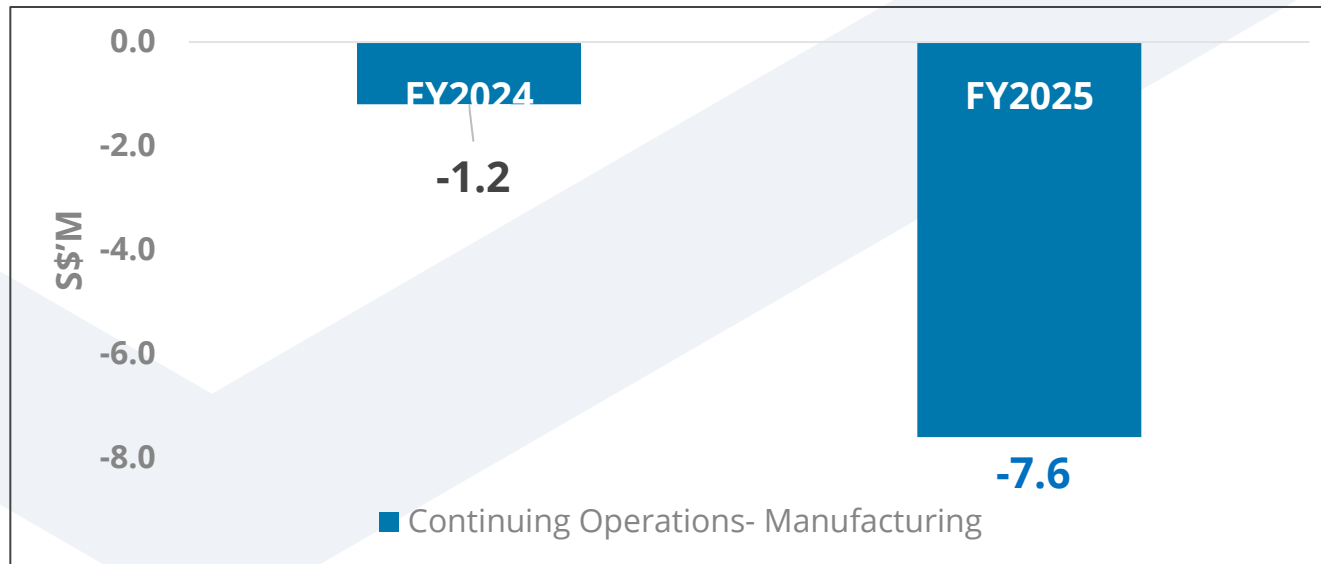
- Manufacturing revenue rose 6.8% to S\$122.7 million in FY2025 from S\$114.9 million in FY2024
- Fu Yu secured new projects and recorded higher order volumes
- Higher sales for medical and consumer products also contributed to growth
- Singapore and China operations recorded higher turnover, partially offset by softer sales in Malaysia

FY2025 Review – Gross and Operating Profit

GROSS PROFIT



NET LOSS



- FY2025 gross profit grew 14.8% to S\$17.8 million from 15.5 million in FY2024
- Accordingly, manufacturing GPM improved to 14.5% from 13.5%
- Fu Yu recorded several one-off expenses:
 - S\$1.5m provision of doubtful debts
 - S\$2.8m professional fees
 - S\$2.5m forex loss
 - S\$3.1m cost related to winding down of Zhuhai facility
- Excluding one-off costs, FY2025 net profit for continuing operations would have been S\$2.3m

Financial Position as at 31 Dec 2025

S\$55.5m

As of 31 Dec 2024

S\$50.2m

As of 31 Dec 2025

CASH AND BANK BALANCES

S\$173.8m

As of 31 Dec 2024

S\$165.0m

As of 31 Dec 2025

TOTAL ASSETS

S\$37.6m

As of 31 Dec 2024

S\$36.8m

As of 31 Dec 2025

TOTAL LIABILITIES

- Recorded CAPEX of S\$3.2 million mainly for purchase of equipment, plant and machineries, software; partially offset by interest income
- The Group maintains a strong financial position with net cash of S\$50.2 million

- Reduction mainly attributed to a decrease in cash and bank balances and property, plant and equipment

- Decrease mainly due to a reduction in loans and borrowings and tax provisions



Recent Corporate Developments

Recent Corporate Developments

Establishment of Operating Committee

In October 2025 to oversee all operational matters, Fu Yu established a new Operating Committee, comprising:

Mr. Gevin Bai – General Manager, Suzhou, Group General Manager;

Mr. Eddy Quah – General Manager, Johor;

Mr. Gary Teh – General Manager, Penang;

Mr. Clarence Yuan – General Manager, Singapore;

Mr. Jeffrey Hoo – General Manager, Dongguan

Appointment of Managing Director

In February 2026, the Group appointed Mr Lim Wei De, Victor as Managing Director, who will oversee strategic planning and day-to-day operations



Business Updates

Business Updates

- Under the leadership of the Managing Director and Operating Committee, Fu Yu has embarked on an internal review of business and operations
- Consolidated our manufacturing footprint in China through liquidation of Zhuhai facility, with relevant assets transferred to our Dongguan facility in July 2025
- Expanding business development team to reach new customers, particularly in the medical and biomedical sectors



Outlook

Conclusion & Outlook

- Focus on stringent cost controls and optimization to stabilize the platform. We cannot continue to bleed unnecessarily
- Fu Yu sees continued opportunity in the medical and biomedical sectors, leveraging the enhanced capabilities of our Singapore facility
- Our diversified geographical footprint allows us to support customers looking to shift their manufacturing base away from China in response to geopolitical uncertainties
- Fu Yu will maintain a strong balance sheet and exercise strict cost discipline to buffer against short-term headwinds



Q&A



FUYU
CORPORATION

Thank You

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