



Kinergy Corporation Ltd.

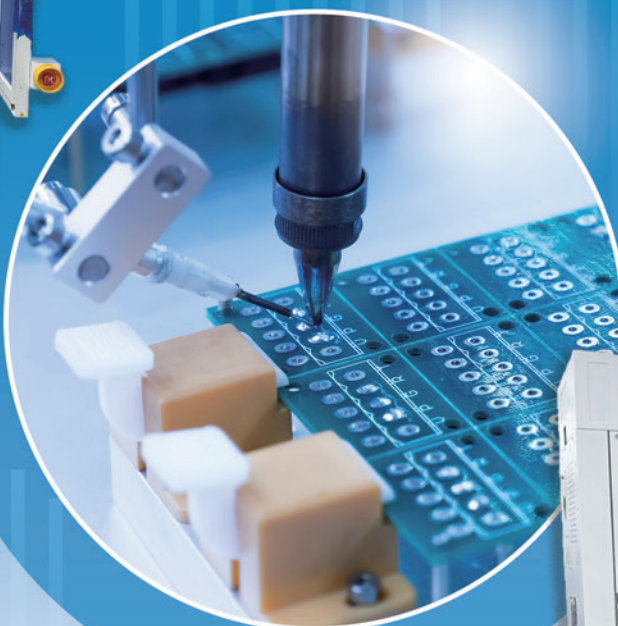
精技集團有限公司*

(Incorporated in Singapore with limited liability)

(Stock Code: 3302)

2025

INTERIM REPORT



* For identification purpose only

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CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors

Mr. Lim Kuak Choi Leslie (*Chief Executive Officer*)

Mr. Du Xiaotang

Mr. Lim Khin Mann

Mr. Tay Kim Kah (*Group Financial Controller*)

Non-Executive Directors

Mr. Loh Kin Wah (*Chairman*)

Mr. Fan Zhirong

Independent Non-Executive Directors

Mr. Hoon Chee Wai

Dr. Ang Peng Huat

Ms. Chan Tak Yi

BOARD COMMITTEES

Audit Committee

Mr. Hoon Chee Wai (*Chairman*)

Dr. Ang Peng Huat

Ms. Chan Tak Yi

Nomination Committee

Ms. Chan Tak Yi (*Chairman*)

Mr. Tay Kim Kah

Mr. Hoon Chee Wai

Remuneration Committee

Dr. Ang Peng Huat (*Chairman*)

Mr. Loh Kin Wah

Ms. Chan Tak Yi

AUTHORISED REPRESENTATIVES

Mr. Lim Kuak Choi Leslie

Mr. Lee Cheuk Wang

JOINT COMPANY SECRETARIES

Mr. Lee Cheuk Wang

Ms. Gn Jong Yuh Gwendolyn

COMPLIANCE ADVISER

China Everbright Capital Limited

33/F, Everbright Centre,

108 Gloucester Road,

Wanchai,

Hong Kong

LEGAL ADVISERS AS TO HONG KONG LAWS

Loeb & Loeb LLP

2206–19 Jardine House

1 Connaught Place, Central

Hong Kong

LEGAL ADVISERS AS TO SINGAPORE LAWS

Shook Lin & Bok LLP

1 Robinson Road

#18–00 AIA Tower

Singapore 048542

EXTERNAL AUDITORS

PKF-CAP LLP

REGISTERED OFFICE

1 Changi North Street 1

Singapore 498789

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN SINGAPORE

1 Changi North Street 1

Singapore 498789

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

31/F, 148 Electric Road

North Point

Hong Kong

PRINCIPAL SHARE REGISTRAR

Boardroom Corporate & Advisory Services Pte. Ltd.

1 Harbourfront Avenue

Keppel Bay Tower #14–07

Singapore 098632

HONG KONG BRANCH SHARE REGISTRAR

Boardroom Share Registrar (HK) Limited

2103B, 21st Floor

148 Electric Road, North Point

Hong Kong

PRINCIPAL BANKERS

United Overseas Bank Limited

Citibank N.A. Singapore

DBS Bank Limited

The Hongkong and Shanghai Banking Corporation

COMPANY'S WEBSITE

www.KinergyCorp.com

STOCK CODE

3302

“associate(s)”	has the meaning ascribed to it under the Listing Rules
“Board”	the board of Directors
“CEL”	China Everbright Limited (中國光大控股有限公司), a company incorporated in Hong Kong on 25 August 1972, whose shares are listed on the Stock Exchange (stock code: 165), and a Shareholder holding approximately 28.58% issued Shares
“China” or “the PRC”	the People’s Republic of China, for the purpose of this report, excluding, Hong Kong, Macau Special Administrative Region of the PRC and Taiwan
“Company”	Kinergy Corporation Ltd. (精技集團有限公司*), a limited liability company incorporated in Singapore, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 3302)
“Corporate Governance Code”	code on corporate governance practices contained in Appendix C1 to the Listing Rules that are applicable to the Company during the reporting period
“Director(s)”	the director(s) of the Company
“EMS”	Electronics Manufacturing Services
“Group”, “we”, “us” or “Kinergy”	the Company and its subsidiaries
“HK\$”	Hong Kong dollars and cents, respectively, the lawful currency of Hong Kong
“Hong Kong”	The Hong Kong Special Administrative Region of the PRC
“Latest Practicable Date”	29 August 2025, being the latest practicable date prior to the printing of this report for ascertaining certain information contained herein
“Listing”	the listing of the shares of the Company on the Main Board of the Stock Exchange
“Listing Rules”	the Rules Governing the Listing of Securities on the Main Board of the Stock Exchange
“Model Code”	the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 to the Listing Rules
“Nantong Intelligent Fund”	Nantong CEL Intelligent Manufacturing Equity Investment Fund Partnership (Limited Partnership)* (南通光控智造股權投資基金合夥企業(有限合夥)), a limited partnership established in the PRC on 12 September 2019
“Nanyang Fund”	Nanyang Kinergy Equity Investment Fund Partnership (Limited Partnership)* (南陽精技股權投資基金合夥企業(有限合夥)), a limited partnership established in the PRC on 30 July 2021
“ODM”	Original Design Manufacturing
“Prospectus”	the prospectus of the Company dated 30 June 2018
“RMB”	Renminbi, the lawful currency of the PRC
“S\$” or “SGD”	Singapore Dollar, the lawful currency of Singapore

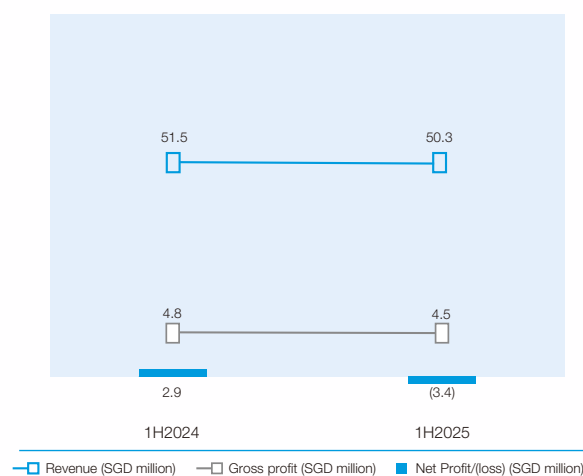
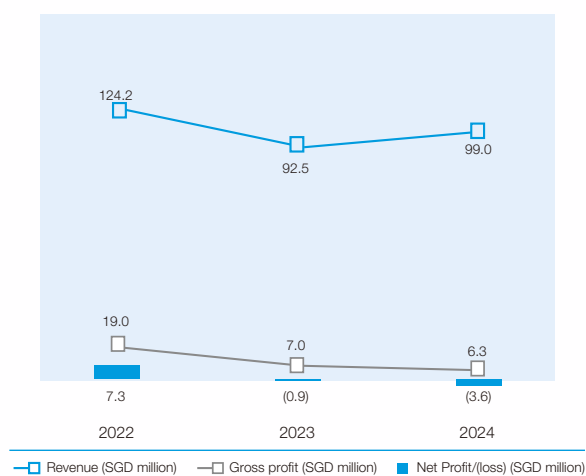
DEFINITIONS

“SFO”	Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time
“Shanghai GenLight”	Shanghai GenLight Capital Management Co. Ltd.* 上海光朴創業投資管理有限公司 (formerly known as Shanghai CEL Puyan Equity Investment Management Limited* (上海光控浦燕股權投資管理有限公司), a limited liability company established in the PRC on 6 July 2015 and owned as to approximately 51.03% by the Company and ultimately and beneficially owned as to approximately 48.97% by CEL
“Share Option Scheme”	the share option scheme adopted by the Company on 27 June 2018
“Share(s)”	ordinary share(s) in the share capital of the Company
“Shareholder(s)”	the Shareholder(s) of the Company
“Singapore”	the Republic of Singapore
“Stock Exchange”	The Stock Exchange of Hong Kong Limited
“Subsidiary(ies)”	has the meaning ascribed to it in sections 15 of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong)
“United States”	the United States of America
“USD”	United States Dollar, the lawful currency of the United States of America
“%”	per cent

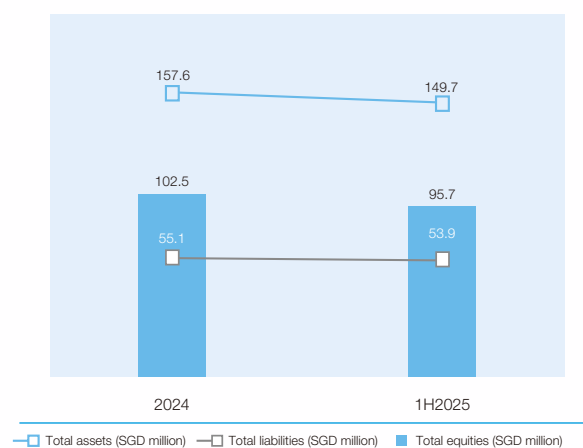
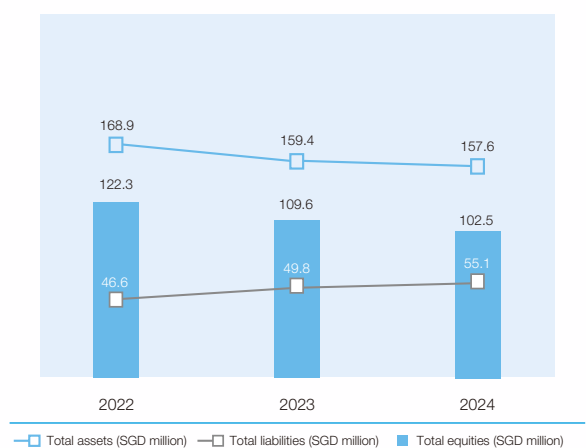
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FINANCIAL HIGHLIGHTS

REVENUE, GROSS PROFIT AND NET PROFIT



TOTAL ASSETS, LIABILITIES AND EQUITY



MANAGEMENT DISCUSSION AND ANALYSIS

1. OVERVIEW

Established in Singapore in 1988, we are a major contract manufacturer specialising in the manufacture of equipment, machines, sub-systems, precision tools, spare parts and components mainly in the SPE industry, with in-house production facilities located in Singapore, the PRC, the Philippines and Malaysia. The Group is mainly engaged in three reportable business segments, namely (i) electronics manufacturing services (EMS), (ii) original design manufacturing (ODM), and (iii) investment. Our EMS division focuses primarily on manufacturing of sub-system, complete machines and components, for original design manufacturers and the provision of post-warranty period maintenance and commissioning services to our customers. Our ODM division focuses primarily on designs and manufacturing automated equipment, precision tools and spare parts under our own “Kinergy” brand for use in the semiconductor back-end equipment industry. Our investment division focuses primarily on providing fund management services and conducting investment activities in equity securities and funds.

The Group’s revenue was mainly derived from the EMS division, which accounted for approximately 93.9% of our total revenue for the six months ended 30 June 2025. Revenue from the ODM and investment divisions accounted for approximately 3.7% and 2.4% of our total revenue for the six months ended 30 June 2025, respectively.

Our business has taken a turn for the worse as the semiconductor business of our major clients take a hit with their business downturns. These business downturns were mainly caused by reduced new investments in manufacturing and service industries. Another cause of major business downturns is the uncertainties of business forecasts arising from sanctions and the American tariffs that are still hanging over the heads of many countries of the world.

The only silver lining in the semiconductor industry is the manufacturers of Artificial Intelligence (AI) chips. The semiconductor industry in China is also active. However, based on the Company’s observation, only a few technologically advanced wafer fabrication companies are doing well. Most of the active semiconductor companies in China are in the lower value semiconductor assembly and test of wafers section.

BUSINESS REVIEW AND PROSPECT

The Group has actively orientated towards these dramatic changes in business conditions. Most of the projects worked on have been delayed by the reasons of trading uncertainties and diminished new investments.

Our prolonged efforts to gain new businesses have been pushed out by the delay in the recovery of the semiconductor industry. This resulted not only in decreased revenue but also aggravated loss resulting from keeping the scarce skilled labour force.

A brief summary of the three business units of the Group is outlined below:

EMS Division

Our total revenue from the EMS Division for the six months ended 30 June 2025 decreased slightly by approximately 0.3% compared to the corresponding period in 2024, which was mainly attributable to a decrease in the sales volume.

Two businesses that we expected an increased revenue pick-up did not materialize. They were:

- a. the contract manufacturing of our biggest customer’s low-cost LED ball bonders in China for the China market.
- b. Our Japanese customers are experiencing a significant drop in demand for their equipment, thus affecting our revenue with this push-out of demands.

One potential for contract manufacturing of a major Japanese supplier of load ports has also delayed their project owing to degrading market conditions.

One bright silver lining that is scheduled to begin immediately is an impending agreement to contract manufacture a large portion of a whole wafer fab equipment (WFE) for a Singapore WFE company that has a license to use the intellectual property rights of a very successful China based WFE company to manufacture and sell these WFEs to the non-China markets.

ODM Division

Our total revenue from the ODM Division for the six months ended 30 June 2025 decreased by approximately 41.9% compared to that for the six months ended 30 June 2024 mainly due to decreased customer demand.

Our ODM Division is performing the worst in its history. Poor revenue arising from difficult sales efforts for ODM's legacy products adds to poor revenue caused mainly by the general worldwide poor semiconductor business conditions.

In order to improve the ODM sales activities, our CEO has taken over the management of the marketing department with emphasis on bringing in more capital equipment orders from countries developing the Outsourced Semiconductor Assembly and Test (OSAT) industry, such as Vietnam, India and the Philippines besides the rest of the countries in the Far East.

Another activity to bring efficiency and productivity to the ODM Division is the transfer of equipment, prototyping and future production of ODM equipment to our EMS Division.

Yet another activity to improve efficiency and productivity is the right-sizing of manpower at ODM Division. After the re-structuring, ODM Division will comprise the following:

- a. Market research
- b. Product design
- c. Prototyping of equipment in collaboration with EMS Division
- d. Sales and market research

The key to success is successful execution of the tasks assigned to the said four functions. In this respect, more competent and industrious personnel have to be placed in these positions to supplement and vastly enhance the competence we have. The Company is actively looking for suitable personnel to fulfil these roles.

Investment Division

Revenue from fund management fee for the six months ended 30 June 2025 increased by 23.0% compared to the corresponding period in 2024, and such increase mainly arose from the formation of new funds. Shanghai Genlight manages seven funds with total assets under management (AUM) of approximately S\$141.7 million as at 30 June 2025.

China's capital market continues to face financial stress. Aggravated by the geopolitical issue and tariff conflicts seeking new fund will be a challenge in near future. Shanghai Genlight will maintain its operation in readiness for market pick up.

2. FINANCIAL REVIEW

Revenue

The following table sets forth the components of our revenue by operating segment for the periods indicated:

	For the six months ended 30 June		
	2025	2024	change
	S\$'000	S\$'000	
EMS	47,217	47,347	-0.3%
ODM	1,856	3,194	-41.9%
Investment	1,207	982	22.9%
	50,280	51,523	-2.4%

The Group's revenue decreased by approximately S\$1.2 million or 2.4% from approximately S\$51.5 million for the six months ended 30 June 2024 to approximately S\$50.3 million for the six months ended 30 June 2025.

The decrease was primarily attributable to the decrease in sales volume from ODM division.

Cost of sales

Cost of sales primarily consists of material costs, labour costs and overhead expenses. The following table sets forth a breakdown of our cost of sales by operating segment for the periods indicated:

	For the six months ended 30 June		
	2025 S\$'000	2024 S\$'000	change
EMS	43,839	43,239	1.4%
ODM	1,926	3,464	-44.4%
Investment	—	—	N/A
	45,765	46,703	2.0%

The Group's cost of sales decreased by approximately S\$0.9 million or 2.0% from approximately S\$46.7 million for the six months ended 30 June 2024 to approximately S\$45.8 million for the six months ended 30 June 2025. The decrease was in line with the decrease in revenue from our ODM division.

Gross profit and gross profit margin

As a result of the changes in the revenue and cost of sales above, our gross profit decreased by approximately S\$0.3 million or 6.3% from approximately S\$4.8 million for the six months ended 30 June 2024 to approximately S\$4.5 million for the six months ended 30 June 2025.

Our gross profit margin decreased by approximately 0.4% from approximately 9.4% for the six months ended 30 June 2024 to approximately 9.0% for the six months ended 30 June 2025.

Other income

Our other income decreased by approximately S\$8.1 million or 92.7% from approximately S\$8.7 million for the six months ended 30 June 2024 to approximately S\$0.6 million for the six months ended 30 June 2025. The decrease was mainly due to the absence of a one-off carry income of approximately S\$8.5 million recorded in the six months ended 30 June 2024.

Sales and marketing expenses

There is no significant fluctuation in sales and marketing expenses during the six months ended 30 June 2025 compared to prior period.

General and administration expenses

Our general and administration expenses decreased by approximately S\$0.3 million or 4.5% from approximately S\$6.8 million for the six months ended 30 June 2024 to approximately S\$6.5 million for the six months ended 30 June 2025. The decrease was mainly due to lower research and development cost of approximately S\$0.4 million.

Other gains and losses

Other gains and losses shifted from a gain of approximately S\$0.5 million for the six months ended 30 June 2024 to a loss of approximately S\$0.1 million for the six months ended 30 June 2025. The decrease was mainly due to a fair value loss on investment securities of approximately S\$0.3 million for the six months ended 30 June 2025, as compared to a fair value gain on investment securities of approximately S\$0.1 million for the six months ended 30 June 2024; and decrease of foreign exchange gain from approximately S\$0.5 million for the six months ended 30 June 2024 to approximately S\$0.1 million for the six months ended 30 June 2025.

Finance costs

There is no significant fluctuation in finance costs during the six months ended 30 June 2025 compared to prior period.

(Loss)/Profit before tax

Our loss before tax for the six months ended 30 June 2025 was approximately S\$3.6 million as compared to profit before tax of approximately S\$5.0 million for the six months ended 30 June 2024. The loss recorded was mainly due to the absence of a one-off carry income of approximately S\$8.5 million recorded in the six months ended 30 June 2024.

Income tax credit/(expense)

An income tax credit of S\$0.1 million was recorded for the six months ended 30 June 2025 as compared to the income tax expense of S\$2.2 million recorded for the six months ended 30 June 2024. This is in line with the (loss)/profit before tax.

(Loss)/Profit for the period

As a result of the above, the Group recorded a net loss after tax of approximately S\$3.4 million for the six months ended 30 June 2025 as compared to net profit after tax of approximately S\$2.9 million for the six months ended 30 June 2024, mainly due to the absence of a one-off carry income of approximately S\$8.5 million recorded in the six months ended 30 June 2024.

LIQUIDITY AND CAPITAL RESOURCES

As at 30 June 2025, the Group had cash and cash equivalents of approximately S\$11.2 million, the majority of which were denominated in RMB and USD. The Board is of the opinion that the financial position of the Group is stable, and the Group has sufficient resources to support its operations and meet its foreseeable capital expenditures.

FUNDING AND TREASURY POLICY

Funding requirements are monitored by the Group and liquidity review is performed from time to time. This approach takes into account the maturity of the Group's financial instruments, financial assets and liabilities, projected cash flows from operations and the general working capital requirements. The Group aims to consider both continuity of funding and flexibility through the effective use of its internal financial resources, bank and other borrowings and trade finance banking facilities.

Cash flow

The following table sets forth a summary of our cash flows for the periods indicated:

	For the six months ended 30 June	
	2025 S\$'000	2024 S\$'000
Net cash flow used in operating activities	(7,877)	(2,787)
Net cash flow used in investing activities	(1,644)	(5,036)
Net cash flow generated from/(used in) financing activities	2,543	(1,849)
Net decrease in cash and cash equivalents	(6,978)	(9,672)
Cash and cash equivalents at 1 January	17,684	18,141
Effect of exchange rate changes on cash and cash equivalents	523	(19)
Cash and cash equivalents at 30 June	11,229	8,450

Net cash flow used in operating activities

The Group generates cash from operating activities primarily from sales of goods. Cash flows from operating activities reflects profit/(loss) before taxation for the period adjusted for (i) non-cash item such as depreciation of property, plant and equipment, depreciation of prepaid land lease payments, amortisation of intangible assets and other items, which lead to the operating cash (used in)/generated before changes in working capital; (ii) effects of cash flows arising from changes in working capital, including changes in inventories, trade and other receivables and trade and other payables which lead to cash flow (used in)/generated from operations; and (iii) interest income received, interest expense paid and income tax paid, which result in net cash (used in)/generated from operating activities.

For the six months ended 30 June 2025, the Group's net cash used in operating activities was approximately S\$7.9 million, primarily reflected in: (i) increase in trade and other receivables of approximately S\$0.9 million; (ii) decrease in trade and other payables and accruals of approximately S\$0.4 million; (iii) increase in inventories of approximately S\$0.3 million; (iv) tax paid of approximately S\$3.1 million; and (v) operating cash before changes in working capital of approximately S\$3.2 million.

Net cash flow used in investing activities

Cash flow from investing activities mainly relates to purchase and disposal of investment securities and purchase of property, plant and equipment.

For the six months ended 30 June 2025, the Group's net cash flow used in investing activities was approximately S\$1.6 million, which was primarily used in (i) the purchase of property, plant and equipment of approximately S\$0.3 million; (ii) addition of financial instruments of approximately S\$0.9 million; and (iii) addition of development cost of approximately S\$0.5 million and was partially offset by the proceeds from sale of property, plant and equipment of approximately S\$0.1 million.

Net cash flow generated from/(used in) financing activities

Cash flows from financing activities includes proceeds and repayments of bank loans, payment of lease liabilities, and payment of dividend.

For the six months ended 30 June 2025, the Group's net cash flow generated from financing activities was approximately S\$2.5 million, mainly used in: (i) repayment of bank loan of approximately S\$14.1 million; (ii) payment of lease liabilities of approximately S\$0.7 million; (iii) payment of interests from bank loan and lease liabilities of approximately S\$0.5 million; and was partially offset by net proceeds of bank loans of approximately S\$17.8 million.

NET CURRENT ASSETS

The Group's net current asset decreased by approximately S\$4.6 million from approximately S\$35.2 million as at 31 December 2024 to approximately S\$30.6 million as at 30 June 2025. The decrease was primarily due to: (i) increase in current portion of interest-bearing loans and borrowings of approximately S\$3.3 million; and (ii) decrease in cash and cash equivalents of approximately S\$6.5 million. This was partially offset by (i) the increase in trade receivables and prepayments, deposits and other receivables of approximately S\$1.2 million; (ii) the decrease in trade and other payables and accruals of approximately S\$1.0 million; (iii) decrease in tax payable of approximately S\$2.8 million; and (iv) increase in inventories of approximately S\$0.2 million.

CAPITAL EXPENDITURE

The Group's capital expenditure consisted of purchase cost relating to property, plant and equipment. For the six months ended 30 June 2025, the Group's capital expenditure amounted to approximately S\$0.3 million for the acquisition of property, plant and equipment. The Group funded such capital expenditure with internal resource.

Capital and investment commitments

The Group's capital and investment commitments primarily relate to commitment for the equity investment and acquisition of property, plant and equipment.

As at 30 June 2025, the Group's capital and investment expenditure contracted for as at the end of the reporting period but not recognised in the financial statements are as follows:

	30 June 2025 S\$'000
Contracted, but not provided for:	
Property, plant and equipment	300
Investment securities	25,685
	<u>25,985</u>

Investment securities

The balance of approximately S\$25.7 million pertains to the remaining investment commitments of the Group in contributing to private equity funds.

USE OF PROCEEDS

Listing proceeds

The Directors confirmed that there was no change in the proposed use of proceeds as previously disclosed in the Prospectus. The Board will continue to closely monitor the utilisation of proceeds with reference to the use of proceeds as disclosed in the Prospectus.

Use of proceeds	Allocation (% of net proceeds)	Allocation (S\$'million of net proceeds)	Unutilised balance as at 31 December 2024 (S\$'million)	Utilisation during the six months ended 30 June 2025 (S\$'million)	Unutilised amount as at 30 June 2025 (S\$'million)	Expected time of full utilisation
Expansion of production capacity	40.4%	16.3	—	—	—	N/A
Development and acquisition of engineering and technological knowledge	29.3%	11.8	—	—	—	N/A
Expansion of our marketing activities in Japan, Europe and the United States	17.6%	7.1	5.6	0.1 ⁽¹⁾	5.5	4th quarter of 2025
Strengthening our research and development	11.7%	4.7	—	—	—	N/A
General working capital	1.0%	0.5	—	—	—	N/A
	100.0%	40.4	5.6	0.1	5.5	

Note(s):

(1) S\$0.1 million of the net proceeds were spent on marketing activities in Japan.

The expected timeline of full utilisation of the Listing proceeds is based on the Directors' best estimation barring unforeseen circumstances, and would be subject to change based on the future development of market conditions.

Other than disclose above, the Directors are not aware of any other material change or delay in the use of proceeds.

INDEBTEDNESS

Bank loan and other borrowings

As at 30 June 2025, the Group had outstanding balances from interest-bearing loans and borrowings of approximately S\$27.2 million (31 December 2024: approximately S\$24.9 million), to which approximately S\$23.6 million is subject to fixed interest.

	Interest rate/ annum	Maturity	As at 30 June 2025 S\$'000	As at 31 December 2024 S\$'000
Lease liabilities	2.5%–7.5%	2022–2040	2,859	3,637
Unsecured bank loan of S\$5,000,000	2%	August 2025	216	861
Unsecured bank loan of S\$5,000,000	2.5%	June 2026	1,051	1,566
Unsecured bank loan of S\$480,392	1.67%	February 2028	264	312
Secured bank loan of RM3,350,000	6.09%	April 2028	1,013	1,020
Bank trade financing	3.65%–5.58%	2025	19,475	17,486
Bank overdrafts	5%	On demand	2,320	57
			27,198	24,939
Repayable:				
Current:				
— Not later than 1 year			24,591	21,307
Non-current:				
— Later than 1 year but not later than 2 years			2,120	2,574
— Later than 2 years but not later than 5 years			487	1,058
			27,198	24,939

The secured bank loan of the Group is secured over land and building with carrying amounts of approximately S\$1,646,000. All the above borrowings are denominated primarily in SGD, USD and RMB.

Contingent liabilities

As at 30 June 2025, the Group did not have any contingent liabilities, guarantees or any litigations or claims of material importance, pending or threatened against any member of the Group.

Net debt to equity ratio

Net debt to equity ratio equals total interest-bearing loans and borrowings net of cash and cash equivalents at the end of the period divided by total equity at the end of the period. Net debt to equity ratio as at 30 June 2025 was approximately 0.17 (31 December 2024: 0.07).

Gearing ratio

Gearing ratio equals total debt divided by total equity at the end of the period. Total debt includes bank loans and lease liabilities. Gearing ratio of the Group as at 30 June 2025 was approximately 0.28 (31 December 2024: 0.24).

FUTURE PLANS FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

The Group did not have any concrete plans for material investments or capital assets as at 30 June 2025.

SIGNIFICANT INVESTMENTS, ACQUISITIONS AND DISPOSALS

There were no significant investment held, no material acquisition or disposal of subsidiaries, associates and joint ventures during the six months ended 30 June 2025.

FOREIGN EXCHANGE RISK MANAGEMENT

The functional currency of the Group is SGD. The Group mainly operates in Singapore and China, hence the operating expenses are denominated in SGD and RMB. The majority of the Group's revenue are denominated and settled in USD. Therefore, fluctuations in exchange rates of SGD, RMB and USD could materially impact the Group's profit margin and overall results of operations, and there will be gains and losses resulting from fluctuations in the exchange rate. The Group practices certain amount of natural hedge of this risk through purchase raw material in USD and borrow USD short term loan for working capital need. In addition, a certain amount of USD forward sales contract has been done with our bankers. Going forward, the Group expects that exchange rates of SGD, RMB and USD will continue to fluctuate. The Group did not enter into any foreign currency net investment hedge by currency borrowings or with other hedging instruments. The management of the Group will continue to monitor the Group's foreign currency exchange exposure and will take prudent measures to minimise that currency exchange risk.

PLEDGE OF ASSETS

As at 30 June 2025, other than the mortgage of deposit and a factory for bank facilities by subsidiaries in Malaysia, the Group did not pledge nor have any charges on any other assets.

HUMAN RESOURCES

As at 30 June 2025, the Group had 760 employees. The employees benefit expense incurred during the six months ended 30 June 2025 was approximately S\$13.5 million. As required by the applicable laws and regulations, the Group participates in various employee social security plans for our employees that are administered by local governments. The Group's remuneration policy rewards employees and directors based on individual performance, demonstrated capabilities, involvement, market comparable information and the performance of the Group. The Group improves the professional skills and management level of its employees through internal and external trainings. To ensure that the Group attracts and retains competent staff, remuneration packages are reviewed on a regular basis. Performance bonuses are offered to qualified employees based on individual and the Group's performance. Besides offering competitive remuneration packages, the Company adopted the share option scheme with the objective to recognise contributions made by eligible employees and to retain the eligible employees for the continual operation, growth and future development of the Group. We did not experience any labour disputes during the six months ended 30 June 2025.

OTHER INFORMATION

DIVIDEND

The Board does not recommend the payment of interim dividend for the six months ended 30 June 2025.

CORPORATE GOVERNANCE CODE

The Group is committed to the establishment of good corporate governance practices and procedures with a view to being a transparent and responsible organisation which is open and accountable to the Shareholders. The Board strives for adhering to the principles of corporate governance and has adopted sound corporate governance practices to meet the legal and commercial standards, focusing on areas such as internal control, fair disclosure and accountability to all Shareholders to ensure the transparency and accountability of all operations of the Company. The Company believes that effective corporate governance is an essential factor to create more value for its Shareholders. The Board will continue to review and improve the corporate governance practices of the Group from time to time to ensure that the Group is led by an effective Board in order to optimise return for its Shareholders.

The Company has complied with all the code provisions set out in Part 2 of Appendix C1 to the Listing Rules during the six months ended 30 June 2025.

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS OF LISTED ISSUERS

The Company has adopted the Model Code as its code of conduct regarding securities transactions by the Directors and relevant employees.

Having made specific enquiries with the Directors, all Directors confirmed that they have complied with the required standard set out in the Model Code during the six months ended 30 June 2025.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY LISTED SECURITIES

Neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares) during the six months ended 30 June 2025.

REVIEW OF FINANCIAL INFORMATION BY THE AUDIT COMMITTEE

The unaudited interim condensed consolidated financial statements of the Group for the six months ended 30 June 2025 and this report have been reviewed by the audit committee of the Board, comprising solely the independent non-executive Directors of the Company.

EVENTS AFTER THE REPORTING PERIOD

No material events happened subsequent to 30 June 2025 and up to the Latest Practicable Date.

DIRECTOR'S AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN THE SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY OR ANY ASSOCIATED CORPORATION

As at 30 June 2025, the interests and short positions of the Directors and the chief executive of the Company in the Shares, underlying Shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which have been notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions in which they were taken or deemed to have taken under such provisions of the SFO), or which were recorded in the register required to be kept pursuant to section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code were as follows:

Long positions in the Shares of the Company:

Name of Directors	Capacity and nature of interest	Number of Shares held ⁽¹⁾	Approximate percentage of shareholding (%)
Mr. Lim Kuak Choi Leslie ⁽²⁾	Beneficial owner; interest of spouse	324,573,113 (L)	35.26
Mr. Du Xiaotang ⁽³⁾	Beneficial owner; Interest of a controlled corporation	14,758,000 (L)	1.60
Mr. Lim Khin Mann ⁽⁴⁾	Beneficial owner	25,642,000 (L)	2.79
Mr. Tay Kim Kah ⁽⁵⁾	Beneficial owner; Interest of a controlled corporation	9,916,000 (L)	1.08
Mr. Loh Kin Wah	Beneficial owner	9,094,000 (L)	0.99

Notes:

- (1) The letter "L" denotes the person's long position in the Shares.
- (2) These Shares comprise 304,585,113 Shares and 1,840,000 share options held directly by Mr. Lim Kuak Choi Leslie, and 18,148,000 Shares held directly by Ms. Foo Kaw Jee, the spouse of Mr. Lim. Therefore, Mr. Lim is deemed or taken to be interested in the Shares held by himself and Ms. Foo by virtue of the SFO.
- (3) These Shares comprise 88,000 Shares and 1,720,000 share options held directly by Mr. Du Xiaotang, and 12,950,000 Shares held through Sino Expo Holdings Limited ("**Sino Expo**"). Mr. Du is the sole shareholder and sole director of Sino Expo. Therefore, Mr. Du is deemed to be interested in the Shares held by himself and Sino Expo by virtue of the SFO.
- (4) These Shares comprise 24,092,000 Shares and 1,550,000 share options held directly by Mr. Lim Khin Mann.
- (5) These Shares comprise 6,150,000 Shares and 2,500,000 share options held directly by Mr. Tay Kim Kah, and 1,266,000 Shares held through Shirmell Trading Pte Ltd ("**Shirmell Trading**"). Mr. Tay is the sole shareholder and sole director of Shirmell Trading. Therefore, Mr. Tay is deemed to be interested in the Shares held by himself and Shirmell Trading by virtue of the SFO.

Interest in the underlying shares of the Company

Save as disclosed above and Share Option Scheme adopted by the Company on 27 June 2018 as disclosed under section headed "Share Option Scheme" of this report, to the best knowledge of the Directors, as at 30 June 2025, none of the Directors of the Company had any interests and/or short positions in the Shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which he/she was taken or deemed to have under such provisions of the SFO) or which were required, pursuant to section 352 of the SFO, to be entered in the register referred to therein or which were required, pursuant to the Model Code, to be notified to the Company and the Stock Exchange.

SUBSTANTIAL SHAREHOLDERS AND OTHER PERSONS' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 30 June 2025, so far as the Directors are aware, the following persons (other than being a Director or chief executive of the Company) had interests or short positions in the Shares or underlying Shares which fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO as recorded in the register required to be kept by the Company pursuant to section 336 of the SFO:

Long positions in the Shares of the Company:

Name of Shareholders	Nature of interest	Number of Shares interested in ⁽¹⁾	Approximate percentage of shareholding (%)
Foo Kaw Jee ⁽²⁾	Beneficial owner, interest of spouse	324,573,113 (L)	35.26
Diamond Wealth Global Limited ⁽³⁾	Beneficial owner	262,084,380 (L)	28.48
China Everbright Venture Capital Limited ⁽³⁾	Interest of a controlled corporation	262,084,380 (L)	28.48
China Everbright Limited ⁽³⁾	Interest of a controlled corporation	263,026,380 (L)	28.58
Honorich Holdings Limited ⁽⁴⁾	Interest of a controlled corporation	263,026,380 (L)	28.58
China Everbright Holdings Company Limited ⁽⁴⁾	Interest of a controlled corporation	263,026,380 (L)	28.58
China Everbright Group Ltd. ⁽⁴⁾	Interest of a controlled corporation	263,026,380 (L)	28.58
Central Huijin Investment Ltd. ⁽⁵⁾	Interest of a controlled corporation	263,026,380 (L)	28.58

Notes:

- (1) The letter "L" denotes the person's long position in the Shares.
- (2) These Shares comprise 18,148,000 Shares held directly by Ms. Foo Kaw Jee and 306,425,113 Shares Mr. Lim Kuak Choi Leslie, an executive director and chief executive officer of the Company, is interested in. Mr. Lim Kuak Choi Leslie is the spouse of Ms. Foo Kaw Jee. Therefore, Ms. Foo Kaw Jee is deemed or taken to be interested in the Shares held by herself and Mr. Lim Kuak Choi Leslie, and Mr. Lim Kuak Choi Leslie is deemed or taken to be interested in the Shares held by himself and Ms. Foo Kaw Jee by virtue of the SFO.
- (3) China Everbright Limited holds 100% of the total issued share capital of China Everbright Venture Capital Limited and China Everbright Venture Capital Limited holds 100% of the total issued share capital of Diamond Wealth Global Limited. China Everbright Limited also holds 100% of the total issued share capital of China Everbright Financial Investments Limited and China Everbright Financial Investments Limited holds 986,000 Shares. Therefore, China Everbright Venture Capital Limited is deemed to be interested in the Shares held by Diamond Wealth Global Limited and China Everbright Limited is deemed to be interested in the Shares held by Diamond Wealth Global Limited and China Everbright Financial Investments Limited by virtue of the SFO.
- (4) China Everbright Group Ltd. holds 100% of the total issued share capital of China Everbright Holdings Company Limited; China Everbright Holdings Company Limited holds 100% of the total issued share capital of each of Honorich Holdings Limited and Everbright Investment & Management Limited; Honorich Holdings Limited, in turn holds approximately 49.39% of the total issued share capital of China Everbright Limited; and Everbright Investment & Management Limited holds approximately 0.35% of the total issued share capital of China Everbright Limited. Accordingly, each of China Everbright Group Ltd., China Everbright Holdings Company Limited and Honorich Holdings Limited is deemed to be interested in China Everbright Limited's interest in the Shares by virtue of the SFO.
- (5) Central Huijin Investment Ltd. is indirectly wholly-owned by the State Council of the PRC and holds approximately 63.16% equity interest of China Everbright Group Ltd. Accordingly, Central Huijin Investment Ltd. is deemed to be interested in China Everbright Group Ltd.'s interest in the Shares by virtue of the SFO.

Save as disclosed above, as at 30 June 2025, the Directors were not aware of any persons (who were not Directors or chief executive of the Company) who had an interest or short position in the Shares or underlying Shares of the Company which would fall to be disclosed under Divisions 2 and 3 of Part XV of the SFO, or which would be required, pursuant to Section 336 of the SFO, to be entered in the register referred to therein.

SHARE OPTION SCHEME

The Company operates a Share Option Scheme for the purpose of providing incentives and rewards to eligible participants who contribute to the success of the Group's operations. Eligible participants of the Share Option Scheme include (i) any full-time or part-time employees, executives or officers of our Company or any of its subsidiaries; (ii) any directors (including executive, non-executive and independent non-executive directors) of our Company or any of its subsidiaries; and (iii) any advisers (professional or otherwise), consultants, suppliers, customers, agents and such other persons who in the sole opinion of the Board will contribute or have contributed to the Group. The Share Option Scheme became effective on 27 June 2018 and, unless otherwise cancelled or amended, will remain in force for 10 years from that date.

The maximum number of unexercised share options currently permitted to be granted under the Share Option Scheme is an amount equivalent, upon their exercise, to 10% of the Shares in issue immediately following completion of the Listing on 18 July 2018, being 83,935,132 Shares, excluding for this purpose shares which would have been issuable pursuant to options which have lapsed in accordance with the terms of the Share Option Scheme (or any other share option schemes of the Company). The maximum number of shares issuable under share options to each eligible participant in the Share Option Scheme within any 12-month period is limited to 1% of the shares of the Company in issue at any time. Any further grant of share options in excess of this limit is subject to shareholders' approval in a general meeting.

Share options granted to a director, chief executive or substantial shareholder of the Company, or to any of their associates, are subject to approval in advance by the independent non-executive directors. In addition, any share options granted to a substantial shareholder or an independent non-executive director of the Company, or to any of their associates, in excess of 0.1% of the relevant class of shares of the Company in issue in the past 12 months including the date of grant are subject to shareholders' approval in advance in a general meeting.

The offer of a grant of share options may be accepted within 30 days from the date of offer, upon payment of a nominal consideration of HK\$1 in total by the grantee. The exercise period of the share options granted is determinable by the directors, and commences after a vesting period and ends on a date which is not later than five years from the date of vesting of the share options or the expiry date of the Share Option Scheme, if earlier.

The exercise price of share options is determinable by the directors, but may not be less than the higher of (i) the closing price of the Shares as stated in the daily quotations sheet issued by the Stock Exchange on the date of grant of the share options; (ii) the average closing price of the Shares as stated in the daily quotations sheet issued by the Stock Exchange for the five trading days immediately preceding the date of grant of the share options; and (iii) the volume weighted average price for the two months preceding the date of the grant of the share options. Share options do not confer rights on the holders to dividends or to vote at shareholders' meetings.

Grant of share options on 1 June 2021 which lapsed

On 1 June 2021, a total of 18,500,000 share options (the **"2021 Share Options"**) were granted by the Company to certain eligible participants, conditional upon the fulfilment of certain performance targets set for years ended 31 December 2022 and 2023. As the performance target for 2023 was not achieved, the 2021 Share Options were not vested and lapsed on 24 March 2023.

Grant of share options on 25 May 2023

On 25 May 2023, the Company granted share options to directors and senior management to subscribe for a total of 8,340,000 ordinary shares with the exercise price of HK\$0.300 per Share (the **"May 2023 Share Options"**). The closing price of the Shares on the date of grant was HK\$0.230 per Share whereas the closing price of the Shares immediately before the date of grant (being 24 May 2023) was HK\$0.245 per Share. The vesting of the May 2023 Share Options is not subject to any performance targets but is subject to clawback mechanism.

During the year ended 31 December 2023, 1,500,000 share options from the May 2023 Share Options lapsed following the cessation of employment of one of the grantees. In January 2024, a further 1,250,000 share options from the May 2023 Share Options lapsed following the cessation of employment of another grantee.

Grant of Share Options on 9 January 2024

On 9 January 2024, the Company granted a total of 2,900,000 share options under the Share Options Scheme to selected senior management (the “**January 2024 Share Options**”) at an exercise price of HK\$0.304 per Share. Such share options shall be vested upon expiration of 12 months from the date of grant and shall be exercisable from the date of vesting of such options to 8 January 2029 (both days inclusive) and the January 2024 Share Options is not subject to any performance targets but is subject to clawback mechanism. The closing price of the Shares on the date immediately before the date of grant (being 8 January 2024) was HK\$0.280 per Share.

During the year ended 31 December 2024, a total of 800,000 share options under January 2024 Share Options lapsed following the resignation of grantees under January 2024 Share Options. During the six months ended 30 June 2025, a further 900,000 share options from the January 2024 Share Options lapsed following the termination of employment of the grantees.

Grant of Share Options on 23 May 2025

On 23 May 2025, the Company granted a total of 9,120,000 share options under the Share Options Scheme to certain eligible participants (the “**May 2025 Share Options**”) at an exercise price of HK\$0.1212 per Share. Such share options shall be vested upon expiration of 12 months from the date of grant and shall be exercisable from the date of vesting to 22 May 2030 (both days inclusive) The May 2025 Share Options is subject to certain performance targets and clawback mechanism. The closing price of the Shares on the date immediately before the date of grant (being 8 January 2024) was HK\$0.1030 per Share.

As at the Latest Practicable Date, a total of 69,025,132 Shares, representing approximately 7.50% of the issued Shares at the date of this report, were available for issue under the Share Option Scheme. As 4,256,000 shares options granted under the Share Option Scheme during the six months ended 30 June 2025 has been vested, the number of Shares that may be issued under the Share Option Scheme during the said period represented 0.46% of the weighted average number of Shares of the relevant class in issue (excluding treasury shares) for the said period, being 920,393,394.

The following were details of share options granted under the Share Option Scheme:

	Date of grant	Vesting schedule	Exercise price (HK\$)	Number of options granted	Number of outstanding options at 1-Jan-25	Movement during the period		Number of outstanding options at 30-Jun-2025	
						Granted	Cancelled/ Exercised/Lapsed	Vested	Not Vested
Directors and Chief Executive									
Mr. Lim Kuak Choi Leslie	23-May-25	23-May-26	0.121	920,000	—	920,000	—	—	920,000
	25-May-23	Tranche 1							
		25-May-24	0.300	306,000	306,000	—	—	306,000	—
		Tranche 2							
		25-May-25	0.300	306,000	306,000	—	—	306,000	—
Mr. Tay Kim Kah		Tranche 3							
		25-May-26	0.300	308,000	308,000	—	—	—	308,000
	1-Jun-21	By tranche ⁽¹⁾	1.000	3,000,000	—	—	—	—	—
	23-May-25	23-May-26	0.121	1,000,000	—	1,000,000	—	—	1,000,000
	25-May-23	Tranche 1							
Mr. Du Xiaotang		25-May-24	0.300	500,000	500,000	—	—	500,000	—
		Tranche 2							
		25-May-25	0.300	500,000	500,000	—	—	500,000	—
		Tranche 3							
		25-May-26	0.300	500,000	500,000	—	—	—	500,000
Mr. Lim Khin Mann	1-Jun-21	By tranche ⁽¹⁾	1.000	3,000,000	—	—	—	—	—
	23-May-25	23-May-26	0.121	800,000	—	800,000	—	—	800,000
	25-May-23	Tranche 1							
		25-May-24	0.300	306,000	306,000	—	—	306,000	—
		Tranche 2							
		25-May-25	0.300	306,000	306,000	—	—	306,000	—
		Tranche 3							
		25-May-26	0.300	308,000	308,000	—	—	—	308,000
	1-Jun-21	By tranche ⁽¹⁾	1.000	2,500,000	—	—	—	—	—
	23-May-25	23-May-26	0.121	800,000	—	800,000	—	—	800,000
	25-May-23	Tranche 1							
		25-May-24	0.300	250,000	250,000	—	—	250,000	—
		Tranche 2							
		25-May-25	0.300	250,000	250,000	—	—	250,000	—
		Tranche 3							
		25-May-26	0.300	250,000	250,000	—	—	—	250,000
	1-Jun-21	By tranche ⁽¹⁾	1.000	1,500,000	—	—	—	—	—
Total Directors and Chief Executive				17,610,000	4,090,000	3,520,000	—	2,724,000	4,886,000
Senior management									
	23-May-25	23-May-26	0.121	5,600,000	—	5,600,000	—	—	5,600,000
	9-Jan-24	9-Jan-25	0.304	2,900,000	2,100,000	—	900,000	1,200,000	—
	25-May-23	Tranche 1							
		25-May-24	0.300	914,000	166,000	—	—	166,000	—
		Tranche 2							
		25-May-25	0.300	914,000	166,000	—	—	166,000	—
		Tranche 3							
		25-May-26	0.300	922,000	168,000	—	—	—	168,000
	1-Jun-21	By tranche ⁽¹⁾	1.000	5,500,000	—	—	—	—	—
Total Senior Management				16,750,000	2,600,000	5,600,000	900,000	1,532,000	5,768,000
Total				34,360,000	6,690,000	9,120,000	900,000	4,256,000	10,654,000

OTHER INFORMATION

Note(s):

- (1) The share options were scheduled to be vested in two tranches: (i) the first tranche were to be vested on the date which the Board announced the Group's audited consolidated financial results of the year ended 31 December 2022, and (ii) the second tranche were to be vested on the date which the Board announced the Group's audited consolidated financial results of the year ended 31 December 2023. Such share options were cancelled on 24 March 2023.

77,545,132 and 69,025,132 share options were available for grant under the Share Option Scheme as at 1 January 2025 and 30 June 2025.

The fair value of all existing outstanding share options as at 30 June 2025 (equity-settled share-based payment transaction) is estimated to be approximately S\$134,000 measured based on the Binomial option pricing model with the following assumptions:

Dividend yield (%)	0–3.5
Expected volatility (%)	65.5–129
Risk-free interest rate (%)	1.89–3.92
Expected life of options (years)	2–4

CHANGES IN DIRECTORS' BIOGRAPHICAL DETAILS

The following is the updated information of the Directors required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules up to the Latest Practicable Date:

With effect from 28 July 2025, Mr Hoon Chee Wai ceased to be an (i) independent non-executive director of Yongmao Holdings Limited, the shares of which are listed on the Mainboard of SGX-ST (stock code: BKX); and (ii) independent non-executive director of Singapore Shipping Corporation Ltd, the shares of which are listed on the Mainboard of SGX-ST (stock code: S19).

Save as disclosed herein, the Company is not aware of any change in Directors' biographical details which is required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

By order of the Board
Kinergy Corporation Ltd.
Lim Kuak Choi Leslie
Executive Director and Chief Executive Officer

Hong Kong, 22 August 2025

INTERIM CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the six months ended 30 June

	Notes	2025 (unaudited) S\$'000	2024 (unaudited) S\$'000
Revenue	4	50,280	51,523
Cost of sales		(45,765)	(46,703)
Gross profit		4,515	4,820
Other income	5	638	8,766
Sales and marketing expenses		(1,488)	(1,574)
General and administrative expenses		(6,512)	(6,820)
Other gains and losses	6	(140)	567
Finance costs		(460)	(472)
Share of results of associates		(141)	(240)
(Loss)/Profit before tax	7	(3,588)	5,047
Income tax credit/(expense)	8	144	(2,153)
(Loss)/Profit for the period		(3,444)	2,894
(Loss)/Profit for the period attributable to:			
Owners of the Company		(3,748)	(257)
Non-controlling interests		304	3,151
		(3,444)	2,894
Other comprehensive income:			
<i>Item that may be reclassified subsequently to profit or loss</i>			
Exchange differences on translation of foreign operations		(3,358)	789
Total comprehensive income for the period		(6,802)	3,683
Total comprehensive income for the period attributable to:			
Owners of the Company		(6,505)	418
Non-controlling interests		(297)	3,265
		(6,802)	3,683
Loss per share attributable to owners of the Company			
Basic and diluted (Singapore cents)	9	(0.41)	(0.03)

INTERIM CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	Notes	As at 30 June 2025 (unaudited) S\$'000	As at 31 December 2024 (audited) S\$'000
Non-current assets			
Property, plant and equipment	10	23,875	26,268
Right-of-use assets		3,600	4,458
Intangible assets		559	17
Investment securities	11	21,525	21,525
Investment in associates	12	15,803	16,745
Deferred tax assets		4,201	3,492
Total non-current assets		69,563	72,505
Current assets			
Inventories	13	45,632	45,407
Trade receivables	14	20,529	19,463
Prepayments, deposits and other receivables	15	2,682	2,552
Cash and cash equivalents	16	11,229	17,684
Total current assets		80,072	85,106
Current liabilities			
Trade payables	17	18,201	16,885
Other payables and accruals	18	6,574	8,791
Provision for warranty		14	21
Interest-bearing loans and borrowings	19	24,591	21,307
Income tax payable		132	2,904
Total current liabilities		49,512	49,908
Net current assets		30,560	35,198
Non-current liabilities			
Deferred tax liabilities		1,786	1,539
Interest-bearing loans and borrowings	19	2,607	3,632
Total non-current liabilities		4,393	5,171
Net assets		95,730	102,532
Equity			
Share capital	20	91,293	91,293
Reserves		(8,287)	(1,782)
Equity attributable to:			
Owners of the Company		83,006	89,511
Non-controlling interests		12,724	13,021
Total equity		95,730	102,532

INTERIM CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Group	Share capital (Note 20) S\$'000	Statutory reserve S\$'000	Translation reserve S\$'000	Share option reserves S\$'000	Retained profits S\$'000	Total reserves S\$'000	Total equity attributable to owners of the Company S\$'000	Non- controlling interests S\$'000	Total equity S\$'000
30 June 2025									
At 1 January 2025	91,293	3,738	(5,073)	69	(516)	(1,782)	89,511	13,021	102,532
Loss for the period	—	—	—	—	(3,748)	(3,748)	(3,748)	304	(3,444)
Other comprehensive income for the period: Exchange differences on translation of foreign operations	—	—	(2,757)	—	—	(2,757)	(2,757)	(601)	(3,358)
Total comprehensive income for the period	—	—	(2,757)	—	(3,748)	(6,505)	(6,505)	(297)	(6,802)
At 30 June 2025 (unaudited)	91,293	3,738	(7,830)	69	(4,264)	(8,287)	83,006	12,724	95,730
30 June 2024									
At 1 January 2024	91,293	2,647	(5,614)	37	6,257	3,327	94,620	14,935	109,555
Profit for the period	—	—	—	—	(257)	(257)	(257)	3,151	2,894
Other comprehensive income for the period: Exchange differences on translation of foreign operations	—	—	675	—	—	675	675	114	789
Total comprehensive income for the period	—	—	675	—	—	418	418	3,265	3,683
Dividend paid to non-controlling shareholders	—	—	—	—	—	—	—	(1,829)	(1,829)
At 30 June 2024 (unaudited)	91,293	2,647	(4,939)	37	6,000	3,745	95,038	16,371	111,409

INTERIM CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

	For the six months ended 30 June	
	2025 (unaudited) S\$'000	2024 (unaudited) S\$'000
Cash flow from operating activities:		
(Loss)/Profit before tax	(3,588)	5,047
Adjustments for:		
Depreciation of property, plant and equipment	1,646	1,676
Depreciation of right-of-use assets	795	767
Amortisation of intangible assets	19	33
(Reversal)/Addition of provision for warranty	(2)	17
Allowance for inventory obsolescence	40	131
Property, plant and equipment written off	—	26
Loss on disposal of investment securities	—	73
Finance costs	460	472
Interest income	(44)	(30)
Net fair value loss/(gain) on investment securities through profit or loss	268	(57)
Share of results of associates	141	240
Reversal of impairment loss on trade receivables	—	(4)
Net foreign exchanges differences	(2,976)	449
Operating cash flow before changes in working capital	(3,241)	8,840
Increase in inventories	(265)	(170)
Increase in trade receivables	(839)	(1,675)
Increase in prepayments, deposits and other receivables	(54)	(8,838)
Increase/(Decrease) in trade payables	1,670	(1,120)
(Decrease)/Increase in other payables and accruals and provision for warranty	(2,102)	293
Cash flow used in operations	(4,831)	(2,670)
Interest income received	44	30
Income tax paid	(3,090)	(147)
Net cash flow used in operating activities	(7,877)	(2,787)
Cash flow from investing activities:		
Purchase of property, plant and equipment	(264)	(2,791)
Proceeds from disposal of property, plant and equipment	83	—
Purchase of investment securities	(902)	(5,796)
Proceeds from disposal of investment securities	—	2,590
Addition to intangible assets	(561)	—
Increase in advance payment for property, plant and equipment	—	961
Net cash flow used in investing activities	(1,644)	(5,036)

INTERIM CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

	For the six months ended 30 June	
	2025 (unaudited) S\$'000	2024 (unaudited) S\$'000
Cash flow from financing activities:		
Payment of principal portion of lease liabilities	(770)	(723)
Payment of interest portion of interest of lease liabilities	(81)	(108)
Proceeds from bank loans	17,885	12,269
Repayment of bank loans	(14,112)	(11,094)
Repayment of interest of bank loans	(379)	(364)
Dividend paid to non-controlling shareholders	—	(1,829)
Net cash flow generated from/(used in) financing activities	2,543	(1,849)
Net decrease in cash and cash equivalents	(6,978)	(9,672)
Cash and cash equivalents at beginning of the period	17,684	18,141
Effects of exchange rate changes on cash and cash equivalents	523	(19)
Cash and cash equivalents at end of the period	11,229	8,450

NOTES TO THE INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

1. CORPORATE INFORMATION

Kinergy Corporation Ltd. (the “Company”) is a limited liability company incorporated and domiciled in Singapore and is listed on the Main Board of the Stock Exchange.

The registered office and place of business of the Company is located at 1 Changi North Street 1, Singapore 498789.

The principal activities of the Company and its subsidiaries are (i) to provide contract manufacturing, design, engineering and assembly for the electronics industry; (ii) to provide design, manufacture and sale of automated machines, apparatus, systems and equipment; and (iii) provision of fund management services and conducting investment activities in equity securities and funds.

The Company operates in Singapore and its subsidiaries operate in the PRC, the Philippines, Japan and Malaysia.

2. BASIS OF PREPARATION AND CHANGES TO THE GROUP’S ACCOUNTING POLICIES

(i) Basis of preparation

The unaudited interim condensed consolidated financial statements have been prepared in accordance with International Accounting Standard (“IAS”) 34, Interim Financial Reporting, issued by the International Accounting Standard Board (“IASB”) and the applicable disclosure provisions of the Listing Rules.

The unaudited interim condensed consolidated financial statements do not include all the information and disclosures required in the annual financial statements, and should be read in conjunction with the Group’s annual consolidated financial statements as at 31 December 2024.

The unaudited interim condensed consolidated financial statements are presented in Singapore Dollars (S\$) and all values are rounded to the nearest thousand (S\$’000), except when otherwise indicated.

(ii) New standards, interpretations and amendments adopted by the Group

The accounting policies adopted in the preparation of the interim condensed consolidated financial statements are consistent with those followed in the preparation of the Group’s annual consolidated financial statements for the year ended 31 December 2024, except for the adoption of new standards effective as of 1 January 2025. The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

3. OPERATING SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their products or services and has three reportable operating segments as follows:

- i) Electronics Manufacturing Services division (“EMS”), which focuses primarily on manufacturing complete machines, sub-systems and components for original equipment manufacturers. Major products of the EMS division include: (i) complete machines such as advance wire bonders, dicing machines and lapping machines, lifters and polishing machines; (ii) sub-systems such as Equipment Front-End Modules (“EFEM”), large format vacuum transport modules, vacuum and atmospheric robots, process chambers and load port modules; and (iii) components such as dry pumps and housing.
- ii) Original Design Manufacturing division (“ODM”), which is subdivided into the automated equipment department and precision tooling department, designs and manufactures the Group’s own “Kinergy” brand proprietary automated equipment, precision tools and spare parts for use mainly in the semiconductor back-end equipment industry. Major products of the ODM division include equipment such as auto frame loaders, auto-buffing equipment and detape equipment, precision tools such as encapsulation moulds and dies and spare parts and automated farming equipment.
- iii) Investment, which primarily engages in providing fund management services and conducting investment activities in equity securities and funds.

3. OPERATING SEGMENT INFORMATION *(continued)*

The Group's chief operating decision maker is the Chief Executive Officer, who reviews revenue and results of major type of products sold/services rendered for the purpose of resource allocation and assessment of segment performance. The accounting policies of the operating segments are the same as the Group's accounting policies. Segment performance is evaluated based on reportable segment profit, which is a measure of adjusted gross profit. No analysis of the Group's assets and liabilities by operating segments is disclosed as it is not regularly provided to the chief operating decision maker for review.

Revenue breakdown by business segments

The following table sets out our revenue by business segments for the six months ended 30 June 2025 and 2024:

	For the six months ended 30 June			
	2025 (unaudited)		2024 (unaudited)	
	S\$'000	%	S\$'000	%
EMS	47,217	93.9	47,347	91.9
ODM	1,856	3.7	3,194	6.2
Investment	1,207	2.4	982	1.9
	50,280	100.0	51,523	100.0

Geographic information

The following table sets out our revenue by geographical locations for the six months ended 30 June 2025 and 2024. It should be noted that the following breakdown is based on the location of our customers. Our customers, in particular multinational corporations, may elect to place purchase orders from various regional offices. The locations where our products are used may be different from where the customers locate.

	For the six months ended 30 June			
	2025 (unaudited)		2024 (unaudited)	
	S\$'000	%	S\$'000	%
Singapore	28,322	56.4	22,402	43.5
Mainland China	7,152	14.3	7,250	14.1
The United States	6,955	13.8	12,031	23.4
The Philippines	924	1.8	1,456	2.8
Japan	2,279	4.5	1,625	3.2
Other countries	4,648	9.2	6,759	13.0
	50,280	100.0	51,523	100.0

4. REVENUE**Disaggregation of revenue**

	EMS		ODM		Investment		Total revenue	
	2025	2024	2025	2024	2025	2024	2025	2024
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
Type of goods or services								
Sale of goods	46,675	47,037	1,856	3,194	—	—	48,531	50,231
Rendering of services	542	310	—	—	1,207	982	1,749	1,292
	47,217	47,347	1,856	3,194	1,207	982	50,280	51,523
Timing of transfer of goods or services								
At a point in time	47,217	47,347	1,856	3,194	—	—	48,531	50,541
Over period of time	—	—	—	—	1,207	982	1,749	982
	47,217	47,347	1,856	3,194	1,207	982	50,280	51,523

5. OTHER INCOME

	For the six months ended 30 June	
	2025	2024
	(unaudited) S\$'000	(unaudited) S\$'000
Other income		
Bank interest income	44	30
Government grants ^(a)	23	97
Dividend income	—	69
Others	113	70
Other investment income	458	8,500 ^(b)
	638	8,766

(a) There are no unfulfilled conditions and other contingencies relating to these grants.

(b) The amount includes the carry income of S\$8.5 million arising from the end-of-life of an investment fund managed by Shanghai GenLight.

6. OTHER GAINS AND LOSSES

	For the six months ended 30 June	
	2025	2024
	(unaudited) S\$'000	(unaudited) S\$'000
Foreign exchange differences, net	128	510
Net fair value (loss)/gain on investment securities at fair value through profit or loss	(268)	57
	(140)	567

7. (LOSS)/PROFIT BEFORE TAX

The Group's (loss)/profit before tax is arrived at after charging/(crediting) the following items:

	For the six months ended 30 June	
	2025	2024
	(unaudited) S\$'000	(unaudited) S\$'000
Cost of inventories	31,923	32,009
Depreciation of property, plant and equipment	1,646	1,676
Depreciation of right-of-use assets	795	767
Amortisation of intangible assets	19	33
Research and development expenses	1,055	1,418
Short-term leases	37	150
Auditor's remuneration	137	179
Professional fees	242	187
Employee benefit expense (excluding directors' and chief executive's remuneration):		
— Wages and salaries	10,995	12,620
— Pension scheme contributions	1,693	1,712
Addition of provision for warranty	(2)	17
Foreign exchange differences, net	(128)	(510)
Government grants	(23)	(97)
Allowance for inventory obsolescence	40	131
Bank interest income	(44)	(30)

8. INCOME TAX CREDIT/(EXPENSE)

The major components of income tax expense for the six months ended 30 June 2025 and 2024 are as follows:

	For the six months ended 30 June	
	2025 (unaudited) S\$'000	2024 (unaudited) S\$'000
Current income tax credit/(expense)	271	(2,137)
Under provision in respect of previous years	(127)	(16)
Income tax credit/(expense)	144	(2,153)

9. LOSS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY

The calculation of basic loss per share amounts is based on the loss for six months attributable to owners of the Company, and the weighted average number of ordinary shares of 920,393,394 shares in issue during the six months ended 30 June 2025 and 2024.

No adjustment has been made to the basic loss per share amounts presented for the six months ended 30 June 2025 and 2024 in respect of a dilution as the Group had no potentially dilutive ordinary shares in issue during the six months ended 30 June 2025 and 2024.

The following table reflects the income and share data used in the basic and diluted loss per share calculations:

	For the six months ended 30 June	
	2025 (unaudited) S\$'000	2024 (unaudited) S\$'000
Loss		
Loss for the period attributable to owners of the Company	(3,748)	(257)
	As at 30 June	
	2025	2024
Number of shares		
Weighted average number of ordinary shares	920,393,394	920,393,394
Loss per share attributable to owners of the Company		
Basic and diluted (Singapore cents)	(0.41)	(0.03)

10. PROPERTY, PLANT AND EQUIPMENT

During the six months ended 30 June 2025, the Group acquired property, plant and equipment at a consideration of approximately S\$264,000 (for the six months ended 30 June 2024: S\$2,791,000), including construction in progress with nil (for the six months ended 30 June 2024: S\$228,000).

No property, plant and equipment with zero book value was disposed during the six months ended 30 June 2025 (for the six months ended 30 June 2024: Nil).

11. INVESTMENT SECURITIES

	30 June 2025 (unaudited) S\$'000	31 December 2024 (audited) S\$'000
At fair value through profit or loss		
— Non-quoted equity investments	21,525	21,525

12. INVESTMENT IN ASSOCIATES

The Group's investment in associates are summarised below:

	30 June 2025 (unaudited) S\$'000	31 December 2024 (audited) S\$'000
Nantong Genlight Venture Capital Fund	1,624	1,638
Nantong Intelligent Fund	9,068	9,864
Nanyang Fund	4,796	4,880
Liteleaf Pte Ltd.	315	363
	15,803	16,745

Particulars of the principal associates of the Group are as follows:

Name of associate	Place of incorporation/ operation	Principal activities	Percentage of ownership interest attributable to the Group	
			30 June 2025	31 December 2024
<i>Held through the Company:</i>				
Liteleaf	Singapore	Growing of leafy and fruit vegetables (hydroponics) with agrotechnology consultancy services and developing agricultural machineries	8% ⁽¹⁾	8% ⁽¹⁾
<i>Held through the subsidiaries of the Company:</i>				
Nantong Intelligent Fund	The PRC	Private equity investment	20%	20%
Nanyang Fund	The PRC	Private equity investment	20%	20%
Nantong Genlight Venture Capital Fund	The PRC	Private equity investment	30%	30%

Note(s):

- (1) As one of the Directors is a director of Liteleaf, Liteleaf is considered one of the principal associates of the Group although the Group owns only approximately 8% interest.

13. INVENTORIES

	30 June 2025 (unaudited) S\$'000	31 December 2024 (audited) S\$'000
Raw materials	35,555	33,428
Work-in-progress	4,145	5,659
Finished goods	5,932	6,320
Total inventories at lower of cost and net realisable value	45,632	45,407

14. TRADE RECEIVABLES

An ageing analysis of the trade receivables as at the end of the reporting period, based on the due date is as follows:

	30 June 2025 (unaudited) S\$'000	31 December 2024 (audited) S\$'000
Neither past due nor impaired	16,719	15,843
Past due:		
— 0 to 30 days	2,927	2,316
— 31 to 60 days	476	1,087
— 61 to 90 days	179	163
— Over 90 days	228	54
	20,529	19,463

15. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

	30 June 2025 (unaudited) S\$'000	31 December 2024 (audited) S\$'000
Advances to suppliers	533	287
Deposits	528	537
Prepaid Goods and Services Tax ("GST")/Value-added tax ("VAT")	250	299
Prepayments	599	579
Other receivables	71	203
Bills of exchange	701	647
	2,682	2,552

16. CASH AND CASH EQUIVALENTS

The following table sets forth the breakdown of our cash and cash equivalents as at the respective dates indicated:

	30 June 2025 (unaudited) S\$'000	31 December 2024 (audited) S\$'000
Cash and bank balances	11,214	17,669
Short-term deposits	15	15
	11,229	17,684
Denominated in Renminbi	5,967	15,283
Denominated in United States Dollar	4,931	1,947
Denominated in Singapore Dollar	80	146
Denominated in other currencies	251	308
	11,229	17,684

17. TRADE PAYABLES

The following tables set forth the aging analysis of our trade payables based on the invoice date as at the respective dates indicated:

	30 June 2025 (unaudited) S\$'000	31 December 2024 (audited) S\$'000
— 0 to 30 days	3,485	6,898
— 31 to 60 days	4,787	4,499
— 61 to 90 days	4,208	2,497
— Over 90 days	5,721	2,991
	18,201	16,885

18. OTHER PAYABLES AND ACCRUALS

	30 June 2025 (unaudited) S\$'000	31 December 2024 (audited) S\$'000
Accruals	3,073	4,860
Advances from customers	2,431	2,281
Other payables	1,070	1,650
	6,574	8,791

19. INTEREST-BEARING LOANS AND BORROWINGS

	30 June 2025 (unaudited) S\$'000	31 December 2024 (audited) S\$'000
Lease liabilities	2,859	3,637
2% unsecured bank loan of S\$5,000,000	216	861
2.5% unsecured bank loan of S\$5,000,000	1,051	1,566
5.87% unsecured bank loan of S\$480,392	264	312
6.09% secured bank loan of RM3,350,000	1,013	1,020
Unsecured bank trade financing	19,475	17,486
Bank overdrafts	2,320	57
	27,198	24,939
Repayable details as follows:		
— Not later than 1 year	24,591	21,307
— Later than 1 year but not later than 2 years	2,120	2,574
— Later than 2 years but not later than 5 years	487	1,058
	27,198	24,939

20. SHARE CAPITAL

Share capital	Number of Shares	Amount S\$'000
Issued and fully paid ordinary Shares ⁽¹⁾ : As at 31 December 2024 (audited), 1 January 2025 and 30 June 2025 (unaudited)	920,393,394	91,293

(1) All issued shares are fully paid ordinary shares with no par value.

21. RELATED PARTY TRANSACTIONS**a. Compensation of key management personnel**

	For the six months ended 30 June	
	2025 (unaudited) S\$'000	2024 (unaudited) S\$'000
Short-term employee benefits	1,478	1,712
Defined contribution benefits	62	96
Other short-term benefits	12	10
	1,552	1,818
Directors of the Company	798	770
Other key management personnel	754	1,048
	1,552	1,818

b. Sales and purchase of goods and services

	For the six months ended 30 June	
	2025 (unaudited) S\$'000	2024 (unaudited) S\$'000
Management fees	1,207	411
Consultancy fees	(64)	(64)

22. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at the end of the periods as follows:

	30 June 2025 (unaudited) S\$'000	31 December 2024 (audited) S\$'000
Financial assets		
Trade receivables	20,529	19,463
Financial assets included in deposits and other receivables	1,300	1,763
Cash and cash equivalents	11,229	17,684
	33,058	38,910
Financial liabilities		
Trade payables	18,201	16,885
Financial liabilities included in other payables and accruals	4,143	6,510
Interest-bearing loans and borrowings	27,384	25,448

23. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS**Fair value hierarchy**

All financial instruments for which fair value is recognised or disclosed are categorised within the fair value hierarchy, based on the lowest level input that is significant to the fair value measurement as a whole, as follows:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised at fair value on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

There were no changes in the Group's valuation processes, valuation techniques, and types of inputs used in the fair value measurements during the period.

The carrying amounts and fair values of Group's financial instruments, other than those with carrying amounts that reasonably approximate to fair values, are as follows:

Assets measured at fair value:

	Quoted prices in active markets (Level 1) S\$'000	Significant observable inputs (Level 2) S\$'000	Significant unobservable inputs (Level 3) S\$'000	Total S\$'000
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30 June 2025

Assets measured at fair value

Financial assets at fair value through profit or loss (Note 11)

— Non-quoted equity investments	—	—	21,525	21,525
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31 December 2024

Assets measured at fair value

Financial assets at fair value through profit or loss (Note 11)

— Non-quoted equity investments	—	—	21,525	21,525
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The Group has certain shares listed on the Shanghai Stock Exchange which are subject to restriction on sales for defined periods. The fair value measurement reflected the effect of such restriction with an adjustment to the quoted price which is unobservable inputs.

24. APPROVAL OF THE INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

The unaudited interim condensed consolidated financial statements were approved and authorised for issue by the Board on 22 August 2025.

25. DIVIDENDS

The Board does not recommend the payment of interim dividend for the six months ended 30 June 2025.