



**Southern Packaging**



**Progressing with  
Greater Efficiency**

**ANNUAL REPORT 2024**

# CORPORATE CULTURE

## 企业文化

We believe that customer loyalty comes from good customer experience. Southern Packaging strives to provide exceptional service and quick response to customer demand and continue to provide customers with packaging solutions.

The key for constant growth of an enterprise is to have an endless passion for innovation. Southern Packaging focused on innovation that considers the environment and society thus improving quality of life for our customers.

We achieve excellence by enhancing product value, employee value, business value and social value. Excellent quality not only means good product quality, but also high quality service, and healthy living space.

### 愿景

装点世界，力臻完美

### 使命

以先进的技术满足更广泛的市场需求,以专业的品质满足客户个性化的需求,以安全、环保的产品回报社会,为我们的投资者创造长期价值,为我们的员工提供实现自我价值的舞台,始终坚持共存、双赢的合作战略。

### 核心价值观

客户第一、创新环保和追求卓越

客户第一：我们坚信客户忠诚度源于享受具有最佳价值的客户体验，坚持以提高服务质量，快速响应客户需求，持续为客户提供产品解决方案。

创新环保：企业突破性发展的关键在于永无止境、永不间断的进行创新，公司坚持以创新环保改善生活品质，为客户和环境作出贡献。

追求卓越：以卓越的品质提升产品价值、员工价值、企业价值和社会价值。卓越的品质不仅是指优秀的产品质量，还包含最优质的服务、最健康的生活空间。



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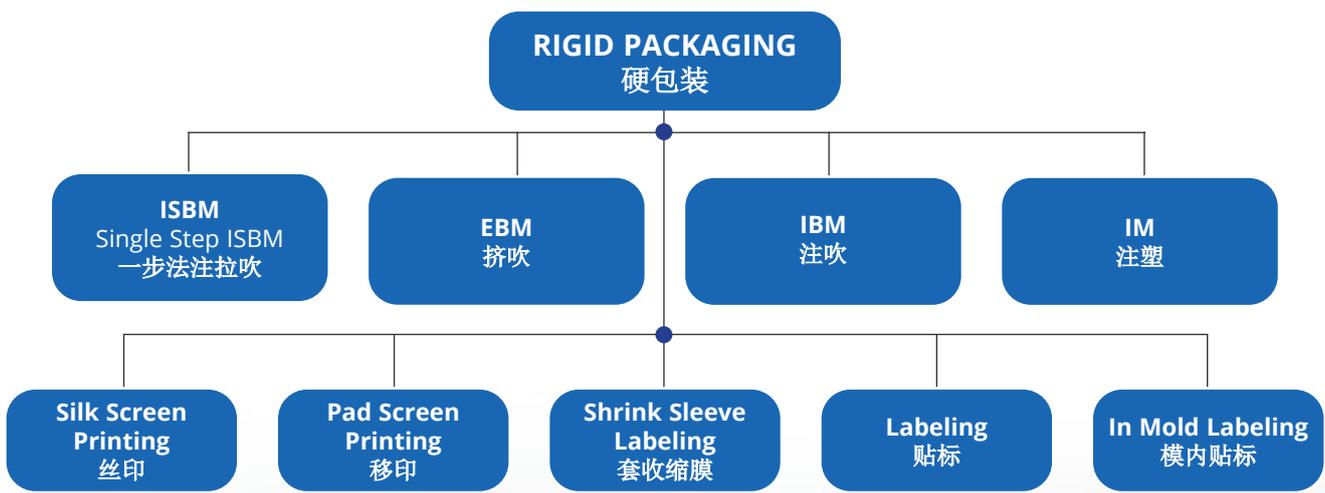
## CORPORATE PROFILE

Southern Packaging Group Limited (“Southern Packaging”, the “Company” or together with its subsidiaries, the “Group”) is a producer of flexible and rigid packaging products used in the food, medical, personal grooming and household industries, and was listed on the main board of the Singapore Stock Exchange in the year 2004. We are committed to be the preferred suppliers of packaging products and packaging consultants to many internationally renowned brands and companies. Our production facilities strategically located at the most economically vibrant regions in China, namely, Southern and Eastern China.

Within the flexible packaging arm, we primarily utilize plastic gravure printing technology to provide Printing, Compounding, Splitting and Bagging of plastic in producing packaging products for our customers. Within the rigid packaging arm, we utilize Wheel Blow Moulding, One Step Injection Stretch Blow Moulding, Injection Moulding, In-mould Labeling, Extrusion Blow Moulding, Injection Blow Moulding, Silk Screen, Film Blowing, Printing, Stamping and other additional services to produce packaging products for our customers.

We leverage on our established and resourceful research and development platform to provide complete packaging solutions for our customers. In our packaging industry, qualities such as environmental friendliness, cleanliness and safety are fundamental. We retain and strengthen our competitive advantages by the continuous development of our cutting-edge polymer chemistry technologies and expertise in material sciences and plastic moulding. We firmly believe in developing packaging with social responsibility, and we are proud to be the “brand behind the renowned brands”.





## CHAIRMAN'S MESSAGE

“ We believe our strong innovation capabilities and packaging expertise allow us to meet the continuous packaging improvements that our renowned brands customers demand for more practical, appealing, and cost effective packaging solutions. This is our competitive advantage enabling us to better serve our customers and their consumers. ”



## DEAR SHAREHOLDERS,

The fiscal year 2024 remained a challenging one, as the uneven recovery of the global economy and structural adjustments in China's consumer market persistently challenged Southern Packaging Group's strategic and operational resilience. In response to this complex and ever-changing market environment, we have steadfastly adhered to our philosophy of "Innovation-driven, Value co-creation," by reinforcing our core capabilities and pioneering new avenues for growth through transformation.

This year, the Group's total revenue reached RMB 688 million, reflecting a marginal decline of 0.5% year-on-year. Within this, our packaging business sustained growth momentum, generating RMB 688 million in sales—an increase of RMB 29 million from RMB 659 million in 2023. Revenue breakdown included RMB 474 million from rigid packaging and RMB 214 million from flexible packaging. A key highlight was our accelerated expansion in personal care packaging, where strategic alliances with global brands have positioned us for robust prospects. Despite headwinds from commodity price volatility and capacity adjustments, the packaging segment demonstrated enhanced profitability. However, our property asset, Apex Tower, remained unsold due to China's ongoing real estate market recalibration. We are actively revising and adjusting our asset management strategy to accelerate the revitalization of asset. The Group recorded a pre-tax loss of RMB 11.04 million for the year, narrowing the loss margin by 20.3% compared to the previous year. After careful deliberation, the Board has proposed to continue the suspension of dividend distribution for this fiscal year.

## LOOKING AHEAD

In the coming year, we will focus on "Elevating Quality and Operational Excellence" through three key initiatives:

1. Smart Manufacturing Advancement: Accelerate digital transformation to optimize production efficiency;
2. Green Packaging Leadership: Scale production of bio-based biodegradable materials, now in full commercial deployment;
3. Health & Wellness Market Expansion: Leverage Jiangsu subsidiary's breakthroughs in high-purity manufacturing to capture growth in health-centric packaging.

To further create value for our customers, we have introduced the "Packaging+" Ecosystem, integrating

anti-counterfeiting traceability, IoT-enabled (Internet of Things, IoT) solutions, and other innovations to elevate product differentiation.

For our property division, we will revitalize Apex Tower through strategic partnerships and explore new pricing models to maximize asset liquidity.

Organizational and governance upgrades remain central to our strategy. To bolster execution, the Board appointed Mr. Shi Shaobin, an experienced senior executive, as CEO in January 2025. We extend gratitude to Mr. Pu Jinbo, Deputy CEO, who retired in March 2025 after years of dedicated service, with Mr. Pan Zhaojin, formerly Vice President (Property Development), succeeding him as Deputy CEO. The Board also completed a smooth independent leadership transition this year. We extend our heartfelt gratitude to Mr. David Yeung Koon Sang, who has made outstanding contributions as the Lead Independent Director, Chairman of Audit and Remuneration Committees and member of Nominating Committee until his retirement in mid-2024. Mr. Chan Kam Loon, who joined the Board in 2023, succeeded Mr. David Yeung in these pivotal roles, bringing invaluable expertise to guide the Group's governance framework. We also warmly welcome Mr. Wu Geng, and Mr. Christopher Low Chian Sin as new members of the Board. Their fresh perspectives will be instrumental as we navigate future opportunities.

While transformation entails challenges, our strides in high-value packaging solutions and improved R&D efficiency will lay a sustainable foundation for the future. We are confident that Southern Packaging, anchored in long-term vision, will navigate economic cycles and emerge stronger, steadfast in rewarding your trust.

Once again, we deeply appreciate the understanding and support of all our shareholders and stakeholders. Though the journey demands resilience, our core aspiration remains unshaken. Together, let us look forward to a new chapter of transformation and growth together!

With gratitude,

**PAN SHUN MING**  
*Executive Chairman*  
**Southern Packaging Group Limited**

# 主席致辞

各位亲爱的股东：

2024财年依然是充满考验的一年，全球经济复苏步伐的反复与中国消费市场的结构性调整，持续考验着南方包装集团的战略定力与运营韧性。面对复杂多变的市场环境，我们始终秉持“创新驱动、价值共生”的理念，在逆势中巩固核心优势，在变革中探索增长路径。

本年度集团营业收入达到人民币6.88亿元，较上年稍微减少0.5%，其中包装业务销售额达6.88亿元，包装业务持续保持增长，较2023年度的人民币6.59亿元增加了0.29亿元，硬包装销售收入为4.74亿元、软包装销售收入为2.14亿元。值得关注的是，我们在个人护理品包装领域与多家国际品牌建立了战略合作关系，业务增长迅速，发展前景较好。虽然受全球大宗商品价格波动及产能调整影响，包装业务盈利能力持续增强。受房地产市场深度调整影响，港金大厦物业资产本年度未能实现成交，我们正积极调整资产运营策略，加速存量资源盘活。年度税前仍录得亏损人民币1,104万元，较上年亏损幅度收窄20.3%。董事局经审慎研究，提议本年度继续暂停分红安排。

来年——

我们将以“提质增效”为核心战略，重点推进三大攻坚方向：其一，深化智能制造转型，通过数字化改造实现生产效率提升；其二，持续构建绿色包装能力，生物基可降解材料的项目已经大批量投产并供货；其三，利用江苏公司的技术创新，高洁净产品制造能力的提升，扩大我们在大健康产品领域的业务增长。在客户价值创造方面，我们正式启动“包装+”服务体系，整合防伪溯源、智能物联等创新技术，助力客户提升产品附加值。

针对地产板块的挑战，集团将优化港金大厦资产运营模式，通过引入战略合作伙伴、灵活调整定价策略，力争实现存量资产的高效转化。

组织与领导力升级是集团未来发展的关键。为强化战略执行力，董事会全方位物识相关专业领域的人才，2025年1月聘请了有丰富企业管理经验的施少斌先生出任首席执行官。2025年3月服务公司多年的副首席执行官蒲锦波先生退休，感谢他多年为公司的付出及贡献，集团副总裁彭兆津先生已接任他的职位。公司董事局也顺利完成新老交替，感谢已服务公司多年的首席独立董事、审计委员会，薪酬委员会主席及提名委员会成员杨观生先生的卓越贡献，他已于2024年中荣休，同时欢迎吴庚先生及刘建新先生成为董事局新的成员加入董事会。

各位股东，尽管转型期的阵痛仍在持续，但我们在高附加值包装领域的突破，以及研发投入转化率的提升，都为可持续发展奠定了坚实基础。我们坚信，坚守长期主义的南方包装，必将穿越周期迷雾，以更稳健的姿态回报各位的信任。

再次感谢全体股东与社会各界的理解与支持。前路虽艰，初心如磐，让我们共同期待破茧成蝶的新篇章！

礼致

彭顺铭  
董事会主席

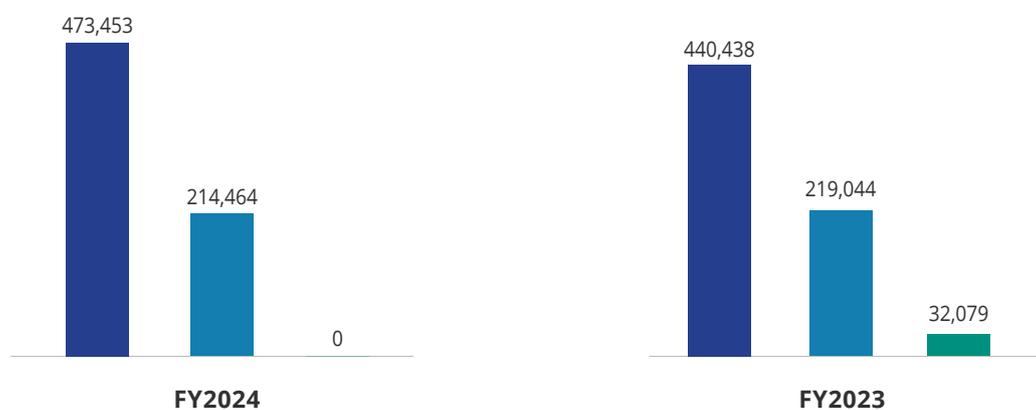
南方包装集团有限公司

# FINANCIAL HIGHLIGHT

AS AT 31 DECEMBER 2024

## REVENUE

(RMB'000)



## GROSS PROFIT

(RMB'000)



■ Rigid Packaging

■ Flexible Packaging

■ Property Development

### 12 MONTHS ENDED 31 DECEMBER

(IN RMB MILLION)

	2024	2023
Revenue	688	692
Gross Profit	125	121
Net Loss	(19)	(14)
Total Assets	1,115	1,195
Total Liabilities	611	672
Shareholders' Equity	504	523
Cash and cash equivalents	62	90
Loss per share (cents) after share consolidation	(27)	(19)

## OPERATIONS AND FINANCIAL REVIEW

The sales revenue slightly decreased by 0.5% to RMB687.9 million in FY2024. The decrease in sales is mainly due to the decrease in property sales, while the growth in the packaging business has largely offset this decline.

Revenue By Business Segments	2024		2023		Change
	RMB `000	%	RMB `000	%	
Rigid packaging	473,453	68.8%	440,438	63.7%	7.5%
Flexible packaging	214,464	31.2%	219,044	31.7%	(2.1%)
Property	-	-	32,079	4.6%	(100%)
Total	687,917	100%	691,561	100%	(0.5%)

The main reason for the slight increase in annual gross profit is that the packaging business sales has replaced the property sales last year, which had a higher gross profit margin.

Gross Profit By Business Segments	2024		2023		Change
	RMB `000	%	RMB `000	%	
Rigid packaging	95,293	76.2%	92,344	76.3%	3.2%
Flexible packaging	29,746	23.8%	25,251	20.9%	17.8%
Property	-	-	3,476	2.9%	(100%)
Total	125,039	100%	121,071	100%	3.3%

In terms of sales revenue by geographical regions, PRC region sales revenue slightly decreased by 0.2% to RMB631.5 million in FY2024, accounting for 91.8% of Group's total revenue for FY2024.

Revenue By Geographical Segment	2024		2023		Change
	RMB `000	%	RMB `000	%	
PRC	631,487	91.8%	632,818	91.5%	(0.2%)
Australia	19,635	2.9%	19,482	2.8%	0.8%
Phillipines	10,351	1.5%	10,228	1.5%	1.2%
Thailand	13,825	2%	14,400	2.1%	(4%)
Other regions	12,619	1.8%	14,633	2.1%	(13.8%)
Total	687,917	100%	691,560	100.0%	(0.5%)

## BOARD OF DIRECTORS



**PAN SHUN MING**  
*Executive Chairman*

**Mr. Pan** is our Executive Chairman and co-founder. He relinquished his position as Chief Executive Officer on 13 January 2025 in support of the Group's leadership succession and renewal strategy, while continuing to provide strategic leadership in his current role. With over 40 years of distinguished experience in the packaging industry, he oversees the Group's vision and corporate governance, guiding its business philosophy and long-term direction. Earlier in his career, Mr. Pan held several notable positions including Vice Chairman of the Nanhai Printing and Packaging Association (2000), Foreign Investment Consultant to the Nanhai People's Government (2001), and Council Member of PRC's National Entrepreneur Association (2000), recognition of his entrepreneurship and management expertise.



**CHEN XIANG ZHI**  
*Executive Vice Chairman*

**Mr. Chen**, the Executive Vice Chairman, joined our Group on 26 January 2010. He is responsible for assisting the Executive Chairman in leading the direction of the Board and working closely with the Chief Executive Officer to support the development of the business strategic direction and planning for the Group. Mr. Chen has more than 20 years of experience in large-scale enterprise management and is very experienced and good at capital operations. He joined Guangzhou Wanglaoji Pharmaceutical Company Limited as the Chairman & General Manager in 1998 and then Guangzhou Pharmaceutical Holdings Limited, a public listed company in China, as Managing Director in 2000. He was appointed as the Managing Director of Guangzhou Baiyunshan Pharmaceutical Co., Ltd, also a listed company in China in 2001. Mr. Chen was then appointed as the Deputy Managing Director of Guangzhou Light Industry & Trade Group Ltd; Chairman of Guangzhou Lonkey Co., Ltd (a listed company in China); Vice Chairman of MeadJohnson Nutrition (China) Co., Ltd, as well as Vice Chairman of Guangzhou Pacific Tinplate Co., Ltd since 2004.



**CHAN KAM LOON**  
*Lead Independent Director*

**Mr. Chan** was appointed as an Independent Director of our Company on 1 August 2023 and assumed the role of Lead Independent Director on 1 May 2024. Mr. Chan holds a degree in Accounting and Finance from the London School of Economics and is a member of the Institute of Chartered Accountants in England and Wales. He has many years of experience in accounting and audit with KPMG London and PWC Singapore, investment banking with Morgan Grenfell Asia and HG Asia Securities and was a director of private equity investments at Suez Asia Holdings. Mr. Chan was head of the Listings Function of Markets Group at the Singapore Exchange for 3 years. Mr. Chan has also served on the Singapore's Accounting Standards Committee, Singapore Zhejiang Business Council and also Singapore Shandong Business Council as well as non-executive director of National Volunteer Philanthropy Centre and Vision Fund, the international microfinance arm of global charity World Vision. He also serves as independent director of several other SGX listed companies.

## BOARD OF DIRECTORS



**WU GENG**  
*Independent Director*

Mr. Wu was appointed as an Independent Director of our Company on 1 January 2024. He has practised with Drew & Napier LLC since April 2008, and has been a Director at Drew & Napier LLC since May 2016. His areas of practice include corporate finance, mergers & acquisitions, capital markets, and general corporate legal advisory work. He has over 25 years' experience in legal practice. He started his career as a Judicial Clerk with the Supreme People's Court of the PRC, where he was mainly responsible for reviewing legal cases, conducting legal research and drafting legal documents, for several years before joining the private sector. Mr. Wu is an Independent Director of Sasseur Asset Management Pte. Ltd., as Manager of Sasseur Real Estate Investment Trust (listed on the Mainboard of the Singapore Exchange). Mr. Wu graduated with an LLB from Peking University (also known as Beijing University) and received his post-graduate degrees in Singapore and in the USA and was admitted as an advocate and solicitor of the Supreme Court of Singapore.



**CHRISTOPHER LOW**  
*Independent Director*

Mr. Christopher Low was appointed as an Independent Director of the Company on 1 November 2024. He is the founder and CEO of Clio Brands Library, a collective of brands that merges art with industrial products. He began his career with Arthur Andersen's Capital Markets team. From 2022 to 2024, he served as the Executive Director of Reimagine Digital Ventures Group in Hong Kong, leading investments in and the incubation of early-stage digital start-ups. He was also the Founding President & Managing Director of Protiviti Greater China and the global leader for management consulting methodology and led the Asia Pacific solutions strategy. He was named one of the "Top 50 Under 50 Business Elites in China 2012". Mr. Christopher Low holds a Bachelor of Accountancy (Hons) from Nanyang Technological University and completed Advanced Management Program (AMP) at Harvard Business School. He is a member of the Institutes of Chartered Accountants in Singapore and Australia and a Certified Internal Auditor. Currently, he is the Vice-President of the Harvard Business School Club of Shanghai and serves as an Independent Director of CITIC-Prudential Life Insurance Co., Ltd. Beyond his professional endeavors, Mr. Christopher Low is passionate about promoting the arts and supporting left-behind children in rural China.

## **SHI SHAOBIN**

*Chief Executive Officer*

Mr. Shi joined our Group as Chief Executive Officer in January 2025. Mr. Shi oversees the day-to-day management and operations of the Group and is responsible for implementing the Board-approved strategies as well as setting the Group's policies, objectives and missions. He plays a pivotal role in executing the Board's decisions, driving growth, and steering the Group's development. Mr. Shi holds a Bachelor Degree in Biochemistry, a Master Degree in Business Administration, and a Doctoral Degree in Business Management from Sun Yat-sen University. He is also a qualified senior engineer. With a distinguished career spanning leadership roles in large organisations in the PRC and Hong Kong, Mr. Shi brings extensive experience in management, marketing and governance, particularly, in the pharmaceutical and fund management industries. Mr. Shi is actively involved in public service. He serves in several public organisations, including Guangzhou Medical Affairs Doctor Assisting Public Welfare Promotion Association, Guangdong Pharmaceutical Profession Association (GPPA), and GuangDong Association of State-owned Capital.

## **PAN ZHAOJIN**

*Deputy Chief Executive Officer*

Mr. Pan is our Deputy Chief Executive Officer, appointed on 13 January 2025. Previously serving as Vice President (Property Development), Mr. Pan continues to oversee the Group's property development activities of the Company's property investment while taking on broader leadership responsibilities. He works closely with the Chief Executive Officer to formulate and implement corporate strategy and operational initiatives. Mr. Pan holds an IMBA degree from Sun Yat-sen University. He first joined our Group in 2007 as a CEO assistant and progressed to Vice General Manager in 2009, where he primarily responsible for Human Resource Management and R&D department. He subsequently served as an Executive Director from February 2011 to February 2017. After relinquished his position, Mr. Pan was appointed as our Deputy Chief Operating Officer in February 2017, a role he held until October 2019, during which he was responsible for marketing and business development for the Group's packaging business. Mr. Pan Shun Ming and Madam. Mai are his parents.

## **MAI SHUYING**

*Chief Financial Officer*

Madam. Mai is our Chief Financial Officer and the co-founder of our Group. Madam. Mai founded our Group together with Mr. Pan Shun Ming in the early 1980s. Madam Mai was our Executive Director until August 2019. She is in-charge of our Group's finance department and is responsible in managing financial matters, in particular, overseeing the fund disbursement and administrative matters. Mr. Pan Shun Ming and Madam. Mai Shuying are spouses.

## **LI YONGHUA**

*Chief Operating Officer*

Mr. Li, the Chief Operating Officer, joined our Group in 2002. Mr. Li was our Executive Director from February 2011 until August 2019. He is responsible for the operation of the Group and oversees day to day business operations of the Group (sales, marketing, business development and etc). Mr. Li holds a MBA degree from Hong Kong University of Science and Technology. He was Account Manager in Rexam Derkwei Industrial (Shenzhen) Co. Ltd from 1999 to 2001 before he joined Foshan Southern Packaging in December 2002 as Sales Manager. He was promoted as Assistant to the President in 2004 and then Deputy General Manager in July 2006, mainly responsible for sales and marketing. Mr. Li was then appointed as General Manager of Foshan Southern Packaging in the end of 2007.

# KEY MANAGEMENT

## ZHANG JIAN LING

*Chief Investment Officer*

Ms. Zhang joined the Group in April 1993. She is responsible for import of equipment and materials and export of packaging products as well as corporate expansion and investment projects. Ms. Zhang holds a Bachelor of Science from the Southern China Technological University. After graduating in 1988, she joined the Nanhai Guicheng Light Chemical Industry Development Department of the Guicheng Economic Development Group and assisted in the establishment of Sino-Foreign joint ventures and corporate secretarial matters. She was transferred to Nanhai Zhujiang Packaging & Printing Co., Ltd in 1990.

## LAO JING WEN

*Financial Controller*

Ms. Lao joined the Group in August 2011. She is responsible for overseeing the financial reporting and accounting functions of the Group and subsidiaries of the Group. She is a Certified Practising Accountant of Australia. Ms. Lao received a Bachelor of Science from GuangDong University of Technology in 1987, and then she obtained a Diploma in accounting from Macquarie University in Australia in 1996. She has more than 15 years of experience in accounting and audit firm. She joined Zhou Xin Accounting Firm Ltd as a tax consultant in 1999 and responsible for preparing tax return and providing tax advises for her clients. Before joining the Southern Packaging Group, she held a position as audit manager in Katax C.P.A Limited (HongKong) for 5 years.

## DAI WEI HONG

*Vice President (Packaging Development)*

Mr. Dai joined the Group in 2004. He is responsible for sales business and marketing. He was the Sales Manager, General Manager Assistant of Foshan Southern Packaging Co., Ltd, the General Manager of Southern Packaging (Jiangsu) Co., Ltd. Mr. Dai has been working in the Group for 15 years, with rich experience in marketing and production operation management, unique insights in business development and marketing development. Mr. Dai holds a Bachelor of Science from South China University of Technology. He has the Chief Quality Officer Certificate of Jiangsu Province.



## BOARD OF DIRECTORS

**PAN SHUN MING**  
(Executive Chairman)

**CHEN XIANG ZHI**  
(Executive Vice Chairman)

**CHAN KAM LOON**  
(Lead Independent Director)

**WU GENG**  
(Independent Director)

**LOW CHIAN SIN**  
(Independent Director)

## AUDIT COMMITTEE

**CHAN KAM LOON** (Chairman)  
**WU GENG**  
**LOW CHIAN SIN**

## REMUNERATION COMMITTEE

**CHAN KAM LOON** (Chairman)  
**WU GENG**  
**LOW CHIAN SIN**

## NOMINATING COMMITTEE

**WU GENG** (Chairman)  
**CHAN KAM LOON**  
**LOW CHIAN SIN**

## COMPANY SECRETARIES

**KONG WEI FUNG**  
**CHEOK HUI YEE**

## REGISTERED OFFICE

36 Robinson Road  
#20-01 City House  
Singapore 068877  
Website: [www.southern-packaging.com](http://www.southern-packaging.com)  
T: +65 6990 8220  
Email: [sp.investor@southern-packaging.com](mailto:sp.investor@southern-packaging.com)

## SHARE REGISTRAR

Boardroom Corporate & Advisory Services Pte. Ltd.  
1 Harbourfront Avenue  
#14-07 Keppel Bay Tower  
Singapore 098632  
T: +65 6536 5355  
F: +65 6438 8710

## INDEPENDENT AUDITOR

BDO LLP  
Public Accountants and Chartered Accountants  
600 North Bridge Road  
#23-01 Parkview Square  
Singapore 188778  
Partner-in-charge: Tei Tong Huat  
(Appointed since the financial year ended  
31 December 2021)

## PRINCIPAL BANKERS

Agricultural Bank of China  
(Nanhai Pingzhou SubBranch)  
Guangdong Nanhai Rural Commercial Bank Co., Ltd  
(Nanhai Pingzhou SubBranch)  
Bank of China Limited  
(Nanhai Sub-Branch)

# CORPORATE GOVERNANCE REPORT

The Board of Directors (the “**Board**”) of Southern Packaging Group Limited (the “**Company**” and together with its subsidiaries, the “**Group**”), is committed to setting and maintaining high standards of corporate governance and places importance on its corporate governance processes and systems so as to ensure greater transparency, accountability and protect and enhance long-term shareholder value.

This report outlines the Company’s corporate governance practices that were in place during financial year ended 31 December 2024 (“**FY2024**”) with specific reference to Principles and Provisions of the Code of Corporate Governance (the “**Code**”) issued by the Monetary Authority of Singapore on 6 August 2018 and amended on 11 January 2023.

The Company is required under Rule 710 of the Listing Manual of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) to describe in this Annual Report its corporate governance practices with reference to both the Principles and Provisions of the Code and how the Company’s practices conform to the Principles of the Code. Compliance with, and observation of, the Principles is mandatory and any variations from Provisions are explained appropriately in this Annual Report.

## 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 entrusted with and has the responsibility for the overall management of the Group. It establishes the corporate strategies of the Group, sets direction and goals for the executive management. It supervises the executive management and monitors performance of these goals to enhance shareholders’ value. The Board is responsible for the overall corporate governance of the Group to ensure the Group’s strategies are in the interests of the Group and its shareholders.

The principal functions of the Board apart from its statutory responsibilities are:

- (a) to provide entrepreneurial leadership; approve the strategic objectives, corporate policies and authorisation matrix of the Company; and ensure that the necessary financial and human resources are in place for the Company to meet its objectives;
- (b) to oversee the processes for risk management, financial reporting and compliance and evaluate the adequacy of internal controls; approve annual budget, key operational matters, major acquisition and divestment proposals, major funding proposals of the Company;
- (c) to assume responsibility for corporate governance framework of the Company and establish a framework of prudent and effective controls which enables risks to be assessed and managed, including safeguarding of shareholders’ interests and Company’s assets;
- (d) to monitor and review management performance;
- (e) to identify the key stakeholder groups and recognise that their perceptions affect the Company’s reputation;
- (f) to set values and standards (including ethical standards) of the Company and ensure that obligations to shareholders and others are understood and met; and
- (g) to promote corporate social responsibilities throughout the Group and include environmental and social factors as part of its strategic formulation.

# CORPORATE GOVERNANCE REPORT

Directors understand their duties at law (including their roles as executive, non-executive and independent directors), which includes acting in good faith and in the best interests of the Company; exercising due care, skills and diligence; and avoiding conflicts of interest. The Board adopted a set of ethical values and standards which establishes the fundamental principles of professional and ethical conduct expected of the Directors in the performance of their duties.

## **Conflict of Interest**

To address and manage possible conflicts of interest that may arise between Directors' interests and those of the Group, the Company has put in place appropriate procedures which apply in addition to the Directors' obligation to comply with disclosure obligations under the Company's Constitution and Companies Act 1967 ("**Companies Act**"). Each Director is required to promptly disclose any conflicts or potential conflicts of interest, whether direct or indirect, in relation to any transaction or matter discussed and contemplated by the Group. The disclosure is made either during a directors' meeting or by way of a written notification to the Company Secretary containing details of the interest and the nature of conflict. Where a potential conflict of interest arises, the Director concerned will recuse himself/herself from participating in any discussions, abstains from voting on the matter and refrains from exercising any influence over other members of the Board.

## **Matters reserved for the Board's decisions**

The Company has in place a limitation and authorisation policy. The policy contains materiality threshold(s) and a schedule of matters specifically reserved for the Board's approval. Below the Board's level, there are appropriate delegations of authority at the senior management level, to facilitate operational efficiency.

Matters and transactions that require the Board's approval include, amongst others, the following:

- the Group's long-term objectives and commercial strategy;
- the making of any decision to cease, to operate all or any material part of the business of the Group or to venture into new business;
- merger and amalgamation initiatives;
- changes in capital structure;
- acquisition or divestment of any investment and asset by the Group;
- approval of financial results, Annual Reports, sustainability reports and Audited Financial Statements;
- recommendation or declaration of dividend;
- appointment of new director (with recommendation made by the Nominating Committee ("**NC**")) and the appointment or removal of the Company Secretary;
- business practices and risk management of the Group;
- in the case of any conflict of interests which the Board, after being appropriately advised, considers to be material, as to whether such conflict should be authorised and, if so, authorise such conflict upon such terms and conditions as the Board considers appropriate;
- remuneration packages for Executive Directors and key management personnel; and
- any matter required to be considered or approved by the Board as a matter of law or regulation.

# CORPORATE GOVERNANCE REPORT

## **Board induction and training**

All new Directors will receive a formal letter of appointment setting out duties, responsibilities and obligations as a Director including pertinent obligations under the Companies Act, the Securities and Futures Act 2001 ("**Securities and Futures Act**"), Listing Rules and the Code.

The Board recognises the importance of appropriate training for its Directors. The NC will ensure that any new Director who has no prior experience as a director of an issuer listed on the SGX-ST, to undergo mandatory training as prescribed by the SGX-ST. The Company will arrange an orientation program (including onsite visits, if necessary) to new Directors to enable them to familiarise themselves with the Group's business and governance practices. They will also be briefed on the relevant regulations, shares dealing policy of the Company, their notification obligations under the Companies Act and Securities and Futures Act. The Directors will be given access to the Board resources, including the Company's constitutional and governing documents, Board and each Board Committee's terms of reference, annual reports, board meeting papers and other pertinent information for his/her reference.

The Company does not have a formal training program for the Directors. However, the Board encourages Directors to attend trainings and seminars conducted by the Singapore Institute of Directors ("**SID**"). All Directors have attended the Environmental, Social and Governance Essentials (Core) Seminar conducted by the SID, except for Mr Low Chian Sin. Mr Low Chian Sin, an Independent Director appointed on 1 November 2024, has registered for BOD Masterclass Programme and completed "Plenary Masterclass for Directors" held in March 2025; he will complete the full programme within 1 year from the date of his appointment. The Company will continue to keep Directors informed of the suitable seminars, conferences and training courses and encouraged them to attend at the Company's expenses. By doing so, it will assist them in developing their skills and knowledge, executing their obligations to the Company and effectively discharging their duties as Directors. The Company recognised the importance of providing the Independent Directors with an understanding of the Group's operations and facilities. In FY2024, Management had arranged site visits to the Group's production facilities in Changzhou and Gao Ming as well as Apex Tower for the Independent Directors. The visits provided them insights into the Group's operational landscape, opportunities to meet key personnel, and a better understanding of the Group's production processes. The Audit Committee ("**AC**") and the Board had also in the meetings received briefings and updates from the Company's external auditors, Company Secretary and Management respectively on (a) developments in accounting and governance standards, in particular changes of the Singapore Financial Reporting Standards (International) relevant to the Group; (b) amendments to SGX-ST Listing Manual; and (c) strategic and business developments of the Group and any changes to commercial risks. The Directors can also request for further explanations, briefings or information on any aspects of the Company's operations and business issues from the Management.

Updates on the relevant legal, regulatory and technical developments may be in writing or disseminated by way of briefings, presentations and/or handouts on a timely basis. Where necessary, the Company arranges for presentations by external professionals, consultants and advisers on topics that would have an impact on the relevant regulations, accounting standards, and the implications on responsibilities of the Directors.

## **Delegation by the Board**

The Board is supported by three (3) Board Committees to assist the Board in discharging its responsibilities and to enhance the Group's corporate governance framework. The Board Committees include the AC, NC and Remuneration Committee ("**RC**") (collectively, the "**Board Committees**"). Each Board Committee is chaired by an Independent Director. These Board Committees function within clearly defined terms of reference setting out the composition, authorities and duties, required quorum, conduct of meetings and accountability, which are reviewed on a regular basis to ensure continued relevance.

The Board accepts that while these Board Committees have the authority to examine particular issues and will report back to the Board with their decisions and/or recommendations, the ultimate responsibility on all matters lies with the Board.

The names of the members, principal roles and responsibilities of respective Board Committees are set out in this Annual Report.

# CORPORATE GOVERNANCE REPORT

## Meetings and attendance

The Board meets on a regular basis to receive reports from Management on the Group's performance and financial results and as and when necessary to address any specific significant matters that may arise. To ensure meetings are held regularly with maximum Directors' participation, the Company's Constitution allows Directors to participate at Board meetings by telephone or video-conference or other similar communication equipment which will permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously. Dates of the Board meetings, Board Committees meetings and annual general meetings ("AGM") are scheduled in advance in consultation with all Directors. The Board and Board Committees also approve transactions by way of written resolutions, which are circulated to the Board and Board Committee members together with all relevant information regarding the proposed resolutions/transactions.

Details of the Directors' attendance at Board and Board Committee meetings as well as at the AGM held during FY2024 are as follows:

No. of meetings held	Board	AC	NC	RC	AGM
	5	5	1	1	1
Number of meetings attended					
Pan Shun Ming	5	5 <sup>(1)</sup>	1 <sup>(1)</sup>	1 <sup>(1)</sup>	1
Chen Xiang Zhi	5	5 <sup>(1)</sup>	1 <sup>(1)</sup>	1 <sup>(1)</sup>	1
Yeung Koon Sang @ David Yeung ("David Yeung") <sup>(2)</sup>	2	2	1	1	1
Chia Chor Leong ("Mr Chia") <sup>(3)</sup>	1	1	-	-	-
Chan Kam Loon	5	5	1	1	1
Wu Geng <sup>(4)</sup>	5	4	1	1	1
Poon Joe Keen ("Mr Poon") <sup>(5)</sup>	1	1	-	-	-
Low Chian Sin <sup>(6)</sup>	1	1	-	-	-

### Notes:

- (1) Attended as an invitee.
- (2) Mr David Yeung retired as an Independent Director and ceased as the Chairman of AC and RC, and a member of NC on 29 April 2024.
- (3) Mr Chia resigned as an Independent Director and ceased as the Chairman of NC and a member of AC and RC on 23 February 2024.
- (4) Mr Wu Geng was appointed as an Independent Director on 1 January 2024. He was subsequently appointed as the Chairman of NC and a member of the AC and RC on 23 February 2024.
- (5) Mr Poon was appointed as an Independent Director and member of AC, NC and RC with effect from 1 May 2024. He subsequently resigned as an Independent Director and ceased as the member of the AC, NC and RC on 4 September 2024.
- (6) Mr Low Chian Sin was appointed as an Independent Director and member of AC, NC and RC with effect from 1 November 2024.

# CORPORATE GOVERNANCE REPORT

## Access to complete, adequate and timely information

Management ensures that all Directors receive relevant, complete, adequate and timely information concerning on an ongoing basis to facilitate informed decision-making and effective discharge of their duties and responsibilities.

Prior to each meeting, Directors and Committee members are provided with meeting papers and explanatory notes covering key operational, financial, and corporate matters. This enabling the Directors and Committee members sufficient time to review and consider the matters being tabled and/or discussed. Management may supplement discussions with presentations on business/project updates, financial performance, and key decision rationales. Directors are entitled to request further information as needed. Management is invited to attend meetings to provide clarifications and address queries.

## Independent Access to Management, Company Secretary and External Advisers

Directors have unrestricted and independent access to Management, who provide additional information as required for informed decision-making in a timely manner. They also have direct access to the Company Secretaries for governance support. The Board, individually or collectively, is entitled to seek appropriate independent and professional advice, as and when necessary, at the expense of the Company, in furtherance of their duties.

## Company Secretary

The role of the Company Secretaries is clearly defined and includes responsibility in ensuring adherence to board procedures, regulatory compliance and effective corporate governance. Under the Chairman's guidance, the Company Secretaries facilitate information flow within the Board and the Board Committees and between Management and Non-Executive Directors and keeping the Board informed of regulatory developments and best practices. The Company Secretaries and/or her representative attend the Board and Board committees to record proceedings. The appointment and removal of the Company Secretary is a matter for consideration by 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 decision in the best interests of the Company.**

As at the date of this Annual Report, the Board comprises the following Directors:

1. Pan Shun Ming ("**Mr Pan**") - Executive Chairman
2. Chen Xiang Zhi ("**Mr Chen**") - Executive Vice Chairman
3. Chan Kam Loon ("**Mr Chan**") - Lead Independent Director (*appointed as Lead Independent Director on 1 May 2024*)
4. Wu Geng ("**Mr Wu**") - Independent Director (*appointed as Director on 1 January 2024*)
5. Low Chian Sin ("**Mr Low**") - Independent Director (*appointed as Director on 1 November 2024*)

The current Board comprises five (5) Directors, three (3) of whom are Independent Directors and Mr Chan is the Lead Independent Director of the Company. There is a good balance between the Executive and Non-Executive Directors as well as strong independent element on the Board with Independent Directors making up majority of the Board. The Company has complied with (i) Provision 2.2 of the Code which provides that Independent Directors to make up a majority of the Board where the Chairman of the Board is not independent; and (ii) Provision 2.3 of the Code which provides that Non-Executive Directors constitute a majority of the Board.

# CORPORATE GOVERNANCE REPORT

## **Review of Directors' independence**

The Board considers an "Independent Director" as one who is independent in conduct, character and judgement, and has 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 the Director's independent business judgement in the best interests of the Company.

The independence of each Director is reviewed annually by the NC bearing in mind the SGX-ST Listing Manual, the Code as well as other relevant circumstances and facts. The NC is also committed to reassess the independence of each Independent Director as and when warranted.

To facilitate the NC in its review of the independent status of the Directors, each Independent Director will confirm his independence by completing a Confirmation of Independence Form which is drawn up in accordance with the SGX-ST Listing Manual, Provision 2.1 of the Code, and Practice Guidance to the Code, and submit to the NC for its assessment of the independence of each Director.

The Board, taking into account the views of the NC and the Confirmation of Independence Form submitted by Mr Chan, Mr Wu and Mr Low (collectively, "**Independent Directors**"), was of the view that each of them is independent on the following basis:

- (a) the Independent Directors (i) are not or have not been employed by the Company or any of its related corporations in the current or any of the past three (3) financial years; and (ii) do not have an immediate family member who is employed or has been employed by the Company or any of its related corporations in the current or any of the past three (3) financial years, and whose remuneration is determined by the RC.
- (b) none of the Independent Directors and their immediate family member had in the current or immediate past financial year (i) provided or received payments to and/or from the Group when aggregated over any financial year in excess of S\$50,000 for any significant payment or material services other than compensation for board service; or (ii) was a substantial shareholder, partner, executive officer or a director of any organisation which provided or received significant payments or material services to and/or from the Group when aggregated over any financial year in excess of S\$200,000 for services rendered.
- (c) none of the Independent Directors and their immediate family member is directly associated with a substantial shareholder of the Company.

There were no Directors who are deemed independent by the Board, notwithstanding the existence of a relationship as stated in the Code that would otherwise deem him not to be independent.

Each member of the NC and of the Board recused themselves from deliberations in respect of the assessment of his independence.

## **Board Size and Composition**

The NC and the Board examine the present size and composition of the Board and Board committees, taking into account, *inter alia*, the scope and nature of the Group's business and operations, and the benefits of all aspects of diversity, including but not limited to gender, age, and professional experience in order to provide the board access to an appropriate range and balance and mix of skills, knowledge, experience and backgrounds. No appointment to the Board shall be based on race, language or gender, but will be based on the merits on the selected candidate, the needs of the Board and the potential contributions that the selected candidate will bring to the Board.

# CORPORATE GOVERNANCE REPORT

The Board, in concurrence with NC, is satisfied that the present size of five (5) Directors, ranging in age from 53 to 68 and diverse nationalities, (i) is an appropriate size and with its diversified background and experience provides core competencies such as finance, accounting, legal, business management, industry knowledge, risk management and strategic planning experience for the effective functioning of the Board and is appropriate for the current scope and nature of the operations of the Company; and (ii) facilitates effective decision making and ensure the balance of power with no individual or group of individuals dominates the Board's decision-making process.

## **Board Diversity**

The Company has adopted a formal Board Diversity Policy, which emphasises the importance of having a Board of an appropriate size where no individual or group dominates decision-making. The policy ensures that director nominations are based on meritocratic approach, prioritising a complementary mix of skills, core competencies, and experience, such as accounting or finance, business management, legal expertise, and industry knowledge, to enhance the Board effectiveness. Diversity considerations extend beyond gender to include professional background, age, and tenure to foster robust governance.

The Board has taken the following steps to maintain or ensure balance and diversity:

- (a) annual review – the NC evaluates whether the Directors' collective attributes and competencies align with the Company's strategic needs.
- (b) skills gap analysis – conduct peer assessments to identify expertise gaps and ensure the Board remains well-equipped.
- (c) structured Board and Board Committees renewal – the NC reviews Board and Board Committees size and composition annually, taking into account, *inter alia*, the scope and nature of the Group's business and operations, and the benefits of all aspects of diversity based on its Policy, including but not limited to gender, age, and professional experience, to ensure dynamic and effective governance structure.

Following the resignation of Madam Mai Shuying ("**Madam Mai**") as Director in FY2019, the Board currently has no female directors. While the NC recognises the merits of gender diversity to the Board composition, the NC acknowledges that it is only one of aspect of broader diversity framework. The NC will continue to make its selection of candidates through a rigorous, merit-based process that prioritises the Company's strategic needs, with decisions grounded in objective assessment criteria and conducted in a manner that is both equitable and non-discriminatory. Candidate evaluation emphasis (i) strategic fit for Company's evolving needs; (ii) potential to enhance Board dynamics; and (iii) alignment with the Board Diversity Policy, including professional qualifications, skills, knowledge and experience.

To ensure continuity and fresh perspectives, the Board has proactively implemented structured succession plan since 2023, started with appointment of Mr Chan on 1 August 2023, followed by Mr Wu on 1 January 2024 and Mr Poon on 1 May 2024. Mr Poon stepped down on 4 September 2024 due to his professional commitment and the Company appointed Mr Low on 1 November 2024 in his place. Mr David Yeung, the then Lead Independent Director and AC Chairman retired on 29 April 2024, and Mr Chan assumed these roles effective 1 May 2024. These carefully sequenced appointments and changes reflect the Board's commitment to maintaining institutional knowledge while introducing new expertise. Incoming Director has been appointed based on the strengths of his calibre, experience and stature and ability to contribute meaningfully to strategic development. None of the current Directors has served on the Board for nine (9) years.

# CORPORATE GOVERNANCE REPORT

The current Board comprises two (2) Executive Directors and three (3) Independent Directors, ensuring a balanced representation of leadership and independent oversight. Mr. Pan and Mr. Chen, as Executive Directors, provide operational expertise and industry-specific knowledge essential to steering the Group's business strategy and day-to-day management. The Independent Directors bring complementary skills that strengthen governance and strategic decision-making: (i) Mr Chan, our Lead Independent Director and AC Chairman, has many years of experience in accounting, audit and investment banking, and serves as an independent director of several other listed companies in Singapore; (ii) Mr Wu, NC Chairman, whose areas of practice include initial public offerings and listings, reverse takeovers, joint ventures, mergers and acquisitions, and general corporate legal advisory, and serves as an independent director for other listed company in Singapore; and (iii) Mr Low, a chartered accountant of Singapore and Australia and certified internal auditor, enhances the Board's financial rigor and digital innovation perspective through his background in venture investment, management consulting, and technology incubation. The collective diversity, professionals, backgrounds and skill sets of the Directors serve to optimally support the business operations, effectiveness and sound governance of the Company. The Board's background and experience are set out in the Directors' profile.

The Company's diversity targets, plans and timelines for achieving the targets and progress towards achieving the targets are described below.

Diversity Targets, plans and timelines	Targets Achieved/Progress	
<b>Independence</b>		
To ensure that Independent Directors make up a majority of the Board and maintain such level of independence at all times.	2	3
	Non-Independent Directors	Independent Directors
	<p>The Board has been maintaining its target of majority independent directors, with three (3) Independent Directors versus two (2) Non-Independent Directors as of 31 December 2024. Our ongoing commitment to board refreshment is demonstrated by:</p> <ul style="list-style-type: none"> <li>a) the appointment of three (3) new Independent Directors since 2023 (Messrs Chan, Wu and Poon).</li> <li>b) appointment of Mr Low within two (2) months of Mr Poon's resignation.</li> <li>c) monitoring of director tenure and succession planning to maintain the balance of independence oversight.</li> </ul>	

# CORPORATE GOVERNANCE REPORT

Diversity Targets, plans and timelines	Targets Achieved/Progress												
<p><b>Age Group</b></p> <p>To reduce the average age of the Board members by 2027. Directors with different age groups bring different life experiences and perspectives that could lead to more effective strategic decision-making and provide broader spectrum of thoughts and views in Board and Board Committees deliberations.</p>	<p>The Directors' Age Group as at 31 December 2024 are:</p> <table border="1" data-bbox="810 483 1441 651"> <tr> <td style="text-align: center;">0</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">0</td> </tr> <tr> <td colspan="2" style="text-align: center;">50 and below</td> <td colspan="2" style="text-align: center;">51 - 60 years old</td> </tr> <tr> <td colspan="2" style="text-align: center;">61 - 70 Years old</td> <td colspan="2" style="text-align: center;">71 years old and above</td> </tr> </table> <p>While the Board benefits from the seasoned judgment of experienced Directors, the NC recognises the value of generational diversity in fostering innovation and long-term strategic thinking. The appointment of Mr Low (51-60) in 2024 marks a step toward rebalancing the age profile, and future nominations will prioritise candidates who complement the Board's evolving needs.</p>	0	2	3	0	50 and below		51 - 60 years old		61 - 70 Years old		71 years old and above	
0	2	3	0										
50 and below		51 - 60 years old											
61 - 70 Years old		71 years old and above											
<p><b>Skills and Experience</b></p> <p>To ensure that there is an appropriate mix of members with complementary skills, core competencies and experience for the Group such as accounting or finance, business or management experience, legal, industry knowledge, sustainability and governance for the effective functioning of the Board.</p> <p>This is beneficial to the Company and its Management as decisions by, and discussions with, the Board are enriched by the broad range of views and perspectives and the breadth of experience of our Directors.</p>	<p><b>Board Skill Matrix</b></p> <ul style="list-style-type: none"> <li>● Accounting and financial management</li> <li>● Legal and corporate governance</li> <li>● Business entrepreneurship</li> <li>● Strategic planning and risk management</li> <li>● Industry-specific knowledge</li> <li>● Venture investment and digital sector incubation</li> </ul> <p>Please refer to the Directors' profile for further details.</p> <p>The Board comprises Directors who collectively possess an optimal mix of industry experience and skills sets in all the identified core competencies of Accounting and Financial Management; Legal; Business Entrepreneurship; Industrial Knowledge; Strategic Planning and Risk Management. In terms of industry experience and skill sets, the Directors collectively have an appropriate combination of qualifications and competencies.</p>												

The NC will continue to review the Board Diversity Policy periodically to ensure its effectiveness and relevance, and will recommend appropriate revisions to the Board for consideration and approval. It will also identify and evaluate suitable candidates to enhance diversity on the Board. The NC will also review the targets for diversity from time to time and may recommend changes or additional targets to achieve greater diversity. The Board remains focused on leveraging diversity, in tenure, expertise, and perspective, to drive sustainable growth and governance excellence.

# CORPORATE GOVERNANCE REPORT

## Non-executive Director Meetings in absence of Management

The Board and Management are given opportunities to engage in open and constructive debate for the furtherance of achieving strategic objectives. The Non-Executive Directors may challenge and help develop proposals on strategy, review the performance of and to extend guidance to Management. Well equipped with the expertise, experience and knowledge, the Non-Executive Directors have been actively participating in discussions and decision-making at the Board and the Board Committees levels and had open discussions with Management. Where required, the Independent Directors discuss issues via meetings, telephone and electronic devices without the presence of Executive Directors and Management. The Lead Independent Director will provide feedback to the Chairman if it is deemed necessary.

## **Chairman and Chief Executive Officer (“CEO”)**

**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**

### **Role of Chairman and the CEO**

The Board is committed to ensuring the long-term sustainability, governance integrity, and strategic growth of the Group, which includes robust leadership succession planning to align with evolving business needs and corporate governance best practices. The Board has conducted periodic reviews of the leadership structure to ensure it remains optimal for the Group’s strategic direction, operational efficiency, and governance standards. During FY2024, Mr Pan served as the Executive Chairman and CEO of the Company. Following a deliberate and structured evaluation process, the NC and the Board approved the appointment of Mr Shi ShaoBin (“**Mr Shi**”) as the new CEO of the Company, effective 13 January 2025, succeeding Mr Pan, who relinquished his role as CEO. Mr Pan continues to serve as Executive Chairman. Mr Pan and Mr Shi are not immediate family members. With the change, Provision 3.1 of the Code requires the separation of the Chairman and CEO roles is met.

Mr Pan, Executive Chairman, plays a pivotal role in Board leadership and corporate governance, with key responsibilities including: (i) ensuring the Board operates effectively, fostering robust discussions, and facilitating informed decision-making; (ii) establishing the agenda for the Board meetings in consultation with the Company Secretary, ensuring Board meetings are held when necessary, and adequate time is allocated for discussion of all agenda items, in particular strategic issues; (iii) reviewing the board papers in consultation with Management and ensuring that the Board receives complete, adequate and timely information to enable them to be fully cognisant of the affairs of the Group; (iv) encouraging constructive relations among the Directors and their interactions with Management; (v) promoting a culture of openness and debate at the Board; (vi) facilitating the effective contribution of all directors; (vii) take a lead role in promoting high standards of corporate governance, with the full support of the Directors, the Company Secretary and Management; and (v) leading constructive dialogue with shareholders at AGMs to align shareholder interests with Board strategy.

The CEO is accountable for the operational and strategic execution of the Group, with key duties encompassing (i) overseeing day-to-day management and operations of the Group, ensuring alignment with Board-approved strategies; (ii) developing and implementing the Group’s business strategies, growth initiatives and operational policies; (iii) driving the Group’s financial and operational performance; and (iv) executing the Board’s decision plan and driving the Group’s growth and development.

# CORPORATE GOVERNANCE REPORT

## Lead Independent Director

In compliance with Provision 3.3 of the Code, as the Chairman is non-independent, the Company has appointed Mr Chan as the Lead Independent Director of the Company. As Lead Independent Director, he serves in a lead capacity to coordinate the activities of the Independent Directors when necessary and appropriate. Mr Chan's responsibilities include carrying out the functions of the Chairman in relation to any matter where it would be inappropriate for the Chairman to serve in such capacity. He will provide feedback of the private discussion between non-executive Directors to the Chairman if it is deemed necessary. Mr Chan is available to shareholders where they have concerns and for which contact through the normal channels of communication with the Chairman, the CEO or Management are 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 Report, the NC comprises three (3) members as follows, all of whom including the Chairman are Independent Directors:

Mr Wu Geng (Chairman)  
Mr Chan Kam Loon (Member)  
Mr Low Chian Sin (Member)

The NC is governed by the NC's Terms of Reference which describes the duties and functions of the NC. The NC's principal functions are as follows:

- (a) identifying, reviewing and recommending candidates for appointments to the Board (including alternate director) and Board committees (excluding the appointment of existing members of the Board to a Board committee);
- (b) reviewing and approving any new employment of related persons and proposed terms of their employment;
- (c) reviewing and recommending candidates to be nominees on the boards and board committees of the Company;
- (d) re-nomination of directors for re-election at each annual general meeting in accordance with the Constitution and having regard to the director's contribution and performance (including alternate directors, if applicable);
- (e) determining annually whether or not a director is independent;
- (f) deciding whether or not a director of the Company is able to and has been adequately carrying out his/her duties and responsibilities, including time and effort contributed to the Company, attendance at meetings of the Board and Board Committees, participation at meetings and contributions of constructive, analytical, independent and well-considered views, and taking into consideration the director's number of listed company board representations and other principal commitments;
- (g) assessing the effectiveness of the Board as a whole and its Board Committees and for assessing the contribution by the chairman of the Board and each individual Director to the effectiveness of the Board. The result of the performance evaluation will be reviewed by the NC Chairman;
- (h) decide how the Board's performance may be evaluated and propose objective performance criteria, as approved by the Board that allows comparison with its industry peers, and address how the Board has enhanced long-term shareholder's value;

# CORPORATE GOVERNANCE REPORT

- (i) recommending to the Board on the development of a process for the evaluation of performance of the Board, its Board Committees and Directors; and proposing objective performance criteria which address how the Board has enhanced long-term shareholder value;
- (j) reviewing and recommending the training and professional development programmes for the Board;
- (k) recommending to the Board the review of succession plans for Directors, in particular, the Chairman and the CEO;
- (l) recommending the appointment of key management positions, reviewing succession plans for key positions within the Group and overseeing the development of key executives and talented executives within the Group; and
- (m) undertaking such other functions and duties as may be delegated by the Board or required by the statute or the Listing Rules and by such amendments made thereto from time to time.

During FY2024, the NC held one (1) meeting and had on various occasions used resolutions in writing to resolve certain decisions which are then recommended to the Board.

## **Process of Selection, Appointment and Re-appointment of Directors**

The Company has in place procedures for the appointment of new Directors to the Board, including a search and nomination process.

The NC reviews the need for appointment of additional director(s) and the composition of the Board, including the mix of expertise, skills and knowledge, so as to identify desired competencies to complement and strengthen the Board and increase its diversity.

The search for a suitable candidate is drawn from the network of contacts or approaches relevant institutions such as the SID, professional organisations or business federations. Potential candidate is identified based on the needs of relevant skills, experience, knowledge, diversity and expertise. Existing Directors may also put forward names of potential candidates, together with their curriculum vitae, for the NC's consideration. The NC, after completing its assessment, meets with the short-listed candidate to assess their suitability taking into consideration the existing composition of the Board and strives to ensure that the Board has an appropriate balance of independent directors as well as background, qualification and experience of each candidate and other factors such as age and gender that would contribute to the Board's collective skills and expertise, his/her ability to increase the effectiveness of the Board and to add value to the Group's business in line with its strategic objectives and to ensure that the candidates are aware of the expectations and the level of commitment required of them. The NC makes recommendations to the Board for approval via Circular Resolutions or in board meeting.

The NC recommends re-elections of Directors for approval by the Board, taking into account the Directors' overall contributions and performance and an appropriate mix of core competencies for the Board to fulfil its roles and responsibilities. The Company's Constitution requires that one-third (1/3) of the Directors for the time being (or, if their number is not a multiple of three (3), the number nearest to but not less than one-third (1/3) with a minimum of one (1)) shall retire from office by rotation and that all Directors shall retire from office once every three (3) years. A retiring Director shall be eligible for re-election. Mr Pan and Mr Chen will be retiring by rotation at this forthcoming AGM, and they being eligible, have consented to seek for re-election.

The Company's Constitution further provides that any person appointed by the Directors either to fill a casual vacancy or as an additional director during the year will hold office only until the next AGM and will be eligible for re-election but shall not be taken into account in determining the number of directors retiring by rotation at such meeting. Mr Low was appointed as Director on 1 November 2024, accordingly, he will retire at the forthcoming AGM, and being eligible has consented to seek for re-election.

# CORPORATE GOVERNANCE REPORT

The NC has recommended to the Board that Mr Pan, Mr Chen and Mr Low be nominated for re-election at the forthcoming AGM of the Company. In evaluating each Director's contributions and performance for the purpose of re-nomination, the NC and the Board have considered the said Director's overall competencies, commitment, experience, contributions, performance and other factors such as attendance, preparedness, participation, independence and candour are taken into consideration. The Board recommends the shareholders to approve the re-election of the said Directors. Details of the proposed resolutions are stipulated in the Notice of AGM and additional information of Mr Pan, Mr Chen and Mr Low as set out in Appendix 7.4.1. to the Listing Manual pursuant to Rule 720(6) of the Listing Manual is enclosed under section titled "Additional Information of Directors Seeking Re-election" in this Annual Report.

Each member of the NC has abstained from voting on any resolutions and making recommendations and/or participating in respect of matters in which he has an interest.

## **Independence of Directors**

As mentioned under Principle 2 above, the NC also reviews the independence of the Independent Directors annually. The NC have affirmed that Mr Chan, Mr Wu and Mr Low are independent and are able to exercise judgement on the corporate affairs of the Group independent of the Management.

## **Multiple Directorship**

All Directors declare their board memberships as and when practicable.

During FY2024, the NC has ascertained that all Directors, including those who have other listed company board representations and/or principal commitments, have devoted sufficient time and attention to the Group's affairs and have discharged their duties and responsibilities adequately. The Board and NC take into account the Directors' actual conduct on the Board, in making this determination. As time requirements of each director are subjective, the Board and NC have decided not to fix a maximum limit on the number of directorships a director can hold. The Board and NC consider that the multiple board representations held presently by its Directors do not impede their respective performance in carrying out their duties to the Company. The NC is also of the view that its assessment of a director's ability to devote sufficient time to the discharge of his or her duties should not entail a restriction on the number of other board commitments or their other principal commitments.

The listed company directorships and principal commitments of each Director are set out below:

<b>Director</b>	<b>Position</b>	<b>Present directorship in other listed companies</b>	<b>Present principal commitments*</b>
Mr Pan	Executive Chairman	Nil	<u>Subsidiaries of Company</u> <ul style="list-style-type: none"><li>• Southern Packaging (Jiangsu) Co., Ltd</li><li>• Foshan Nanxin Packaging Co., Ltd</li><li>• Southern (HK) Packaging Co., Ltd</li><li>• Foshan Southern Packaging Co., Ltd</li></ul>

# CORPORATE GOVERNANCE REPORT

Director	Position	Present directorship in other listed companies	Present principal commitments*
			<u>Other corporations</u> <ul style="list-style-type: none"> <li>● Foshan Jia Xun Real Estate Co., Ltd</li> <li>● Guangdong Xinghua Health Drinks Co., Ltd</li> <li>● Energetic Holdings Limited</li> <li>● Striving Asset Management Co., Ltd</li> <li>● Foshan Jia Bang Real Estate Co., Ltd</li> <li>● Thrive United Holdings Ltd</li> <li>● Cappella Holding Pte. Ltd</li> <li>● Shan Shine Asset Management Co., Ltd</li> <li>● Stable Growth Investment Co., Ltd</li> <li>● Foshan Shan Shine Corporate Advisory Co., Ltd</li> <li>● Foshan Ying Feng Real Estate Co, Ltd</li> </ul>
Mr Chen	Executive Vice Chairman	Nil	<ul style="list-style-type: none"> <li>● Stable Growth Investment Ltd</li> <li>● Foshan Jia Bang Real Estate Co., Ltd</li> <li>● Thrive United Holdings Ltd</li> <li>● Foshan Shan Shine Corporate Advisory Co., Ltd</li> <li>● Foshan Ying Feng Real Estate Co., Ltd</li> <li>● Foshan Jia Bei Le Property Management Co., Ltd</li> </ul>
Mr Chan	Lead Independent Director	<ul style="list-style-type: none"> <li>● Alpha DX Group Limited (under interim judicial management)</li> <li>● Uni-Asia Group Limited</li> </ul>	Nil
Mr Wu	Independent Director	<ul style="list-style-type: none"> <li>● Sasseur Asset Management Pte. Ltd. (as Manager of Sasseur Real Estate Investment Trust)</li> </ul>	<ul style="list-style-type: none"> <li>● Drew &amp; Napier LLC, Singapore</li> <li>● Chalco Trading Singapore Pte. Ltd.</li> <li>● Chalco International Trading Mineral Resources Pte. Ltd.</li> </ul>
Mr Low	Independent Director	<ul style="list-style-type: none"> <li>● CITIC Prudential Life Insurance Co., Ltd</li> </ul>	<ul style="list-style-type: none"> <li>● Harvard Business School Club of Shanghai</li> <li>● Shanghai C-Tune Information Technology Co., Ltd</li> <li>● Clio Brands Library Pte. Ltd.</li> <li>● Cadenza (Shanghai) Art Technology Co., Ltd</li> </ul>

\* "Principle Commitments" as defined in the Code include all commitments which involve significant time commitment such as full time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in nonprofit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments.

# CORPORATE GOVERNANCE REPORT

## Alternate Director

There is no alternate Director appointed to the Board.

## **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 director.**

## Board, Board Committees and Individual Director Assessments

The Board has established and implemented processes to be carried out by the NC for monitoring and evaluating the performance and effectiveness of the Board as a whole, the Board Committees and contribution of individual directors.

The evaluation of the Board is conducted annually based on objective performance criteria proposed by the NC and approved by the Board. The assessment covers areas such as Board Structure, Board Process, Board Committees' performance and effectiveness, Information to the Board, Board Accountability, CEO/Top Management, Standards of Conduct, Board Risk Management and Internal Controls and Communication with Shareholders. As part of the process, the Directors will complete appraisal forms which are collated by the Company Secretary. The Company Secretary will then consolidate and present the results of the appraisal to the Chairman of the NC who will then present a report to the Board.

An individual assessment of each Director is also undertaken annually. Assessment parameters for each Director include their knowledge and abilities, attendance records at the meetings of the Board and Board Committees, and the intensity and quality of participation at meetings. The process of the assessment is through self-assessment where each Director will complete appraisal forms which are collated by the Company Secretary. The Company Secretary consolidates the appraisal forms and presents the results to the Chairman of the NC who will then present a report to the Board.

The performance criteria do not change from year to year. Directors can also provide input on issues which do not fall under these categories, for instance, addressing specific areas where improvements can be made. Feedback and comments received from the Directors are reviewed by the NC, in consultation with the Chairman of the Board, to determine the actions required to improve the corporate governance of the Company and effectiveness of the Board as a whole. The Board is of the opinion that a separate assessment on the effectiveness of the Board Committees is not necessary as the Board Committees share common members.

The NC, having reviewed the overall performance of the Board and Board Committees in terms of its role and responsibilities and the conduct of its affairs as a whole for the financial year reported on, is of the view that the performance of the Board as a whole and Board Committees has been satisfactory. The NC, in assessing the contribution of an individual Director, has considered each Director's level of participation and attendance at Board and Board Committee meetings, his qualifications, experience, expertise and the time and effort dedicated to the Group's business and affairs. The NC is satisfied that sufficient time and attention has been given to the Group by the Directors. The NC is also satisfied that the current size and composition of the Board provide it with adequate ability to meet the existing scope of needs and the nature of operations of the Group. From time to time, the NC will review the appropriateness of the Board size, taking into consideration changes in the nature of the Group's businesses and the scope of operations, as well as changing regulatory requirements.

Each member of the NC shall abstain from voting on any resolutions in respect of the assessment of his performance for re-nomination as Director.

The Board has not engaged any external consultant to conduct an assessment of the effectiveness of the Board and the contribution by each individual Director to the effectiveness of the Board. Where relevant, the NC will consider such an engagement.

# CORPORATE GOVERNANCE REPORT

## 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 Report, the RC comprises three (3) members as follows, all of whom including the Chairman of the RC are Independent Non-Executive Directors:-

Mr Chan Kam Loon (Chairman)  
Mr Wu Geng (Member)  
Mr Low Chian Sin (Member)

The RC is governed by the RC's Terms of Reference which describe the duties and the powers of the RC. The functions of the RC are:-

- (a) review and recommend to the Board the framework of remuneration of the key executives of the Company and its subsidiaries, including Executive Directors, CEO and other key management personnel;
- (b) review the on-going appropriateness, attractiveness and relevance of the executive remuneration policy and other benefit programs including the terms of renewal for those executive directors whose current employment contracts will expire or had expired;
- (c) consider, review and approve and/or vary (if necessary) the entire specific remuneration package and service contract terms for each Directors as well as for the key management personnel (including salaries, allowances, bonuses, payments, options, benefits in kind, retirement rights, severance packages and service contracts) having regard to the executive remuneration policy for each of the companies within our Group;
- (d) review the Company's obligations 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;
- (e) consider and approve termination payments, retirement payments, gratuities, ex-gratia payments, severance payments and other similar payments to each member of key management personnel;
- (f) seek expert advice inside the company and/or outside professional advice on remuneration of Directors and key management personnel, and to ensure that existing relationships, if any, between the company and its appointed consultants will not affect the independence and objectivity of the consultants;
- (g) determine, review and approve the design of all option plans, stock plans and/or other equity based plans that the Group proposes to implement, to determine each year whether awards will be made under such plans, to review and approve each award as well as the total proposed awards under each plan in accordance with the rules governing each plan and to review, approve and keep under review performance hurdles and/or fulfillment of performance hurdles under such plans;
- (h) approve the remuneration framework (including Directors' fees) for the Non-Executive Directors and for the Boards of the Company;

# CORPORATE GOVERNANCE REPORT

- (i) review the remuneration of employees who are substantial shareholders or immediate family members of a Director, CEO or a substantial shareholder of the Company to ensure that their remuneration packages are in line with the staff remuneration guideline and commensurate with their respective job scopes and level of responsibilities; and
- (j) undertake such other functions and duties as may be delegated by the Board or required by statute or the Listing Rules and by such amendments made thereto from time to time.

The RC's recommendations are made in consultation with the Chairman of the Board and submitted to the entire Board for endorsement. All aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses, share-based incentives and awards, other benefits-in-kind and termination payments shall be overseen by the RC.

In its review, the RC's objective is to establish and maintain a level of remuneration that would be appropriate to attract, retain and motivate the Directors and key management personnel to run the Group successfully. The RC also ensures that the remuneration policies and systems of the Group support the Group's objectives and strategies.

The RC will review the Company's obligations 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 and to be fair and avoid rewarding poor performance.

Save for the contributions to defined contribution plans as disclosed in Note 2.5 to the Financial Statements on pages 62 and 63 of this Annual Report, and the payment in lieu of notice in the event of termination in their respective employment contracts, there are no other termination, retirement and post-employment benefits granted to the Directors, the CEO or any key management personnel.

The RC may from time to time, where necessary or required, seek expert advice from external consultants in framing the remuneration policy and determining the level and mix of remuneration for the Directors and key management personnel, so that the Group remains competitive. During FY2024, no external remuneration consultant has been engaged.

## 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.**

### Remuneration Structure

The RC reviews and recommends to the Board a framework of remuneration for the directors and key management personnel and determines specific remuneration packages for each Executive Director and key management personnel. The recommendations of the RC on remuneration of Executive Directors and key management personnel would be submitted for endorsement by the entire Board. The Company adopts a remuneration policy for Executive Directors and key management personnel consisting of a fixed component and a variable component. The fixed component is in the form of a base/fixed salary and retirement benefits being a certain percentage of the Executive Directors and key management personnel's basic salaries contributed to the retirement benefits schemes such as the Singapore Central Provident Fund and/or pursuant to the relevant regulations of the People's Republic of China government. The variable component is in the form of a variable bonus computed based on the performance of the Group as a whole which is linked to the financial targets set and other aspects of performance, as well as individual performance which are assessed through performance appraisal that sets out various assessment criteria such as level of achievement of targets and responsibilities, leadership ability, initiative, etc, to align with the interests of shareholders and other stakeholders and promotes the long-term success of the Company. Executive Directors are not entitled to Directors' fees.

# CORPORATE GOVERNANCE REPORT

All aspects of remuneration, including but not limited to directors' fees, salaries, allowances, bonuses, options and benefits in kind are covered by the RC. Each member of the RC shall abstain from voting on any resolution in respect of his remuneration package.

In setting/reviewing the remuneration packages of the Executive Directors and key management personnel, the Company takes into consideration the existing remuneration and employment conditions and makes a comparative study of the packages of Executive Directors and key management personnel within the industry and benchmarked against comparable companies/industries as well as the individual and the Group's sustainable performance.

The RC ensures that the level and structure of remuneration of the Directors and key management personnel are aligned with the long-term interests and risk policies of the Company, as well as the ability of such remuneration structures to attract, retain and motivate Directors and key management personnel to provide good stewardship and manage the Company for the long term.

The service agreements with the respective Executive Directors, CEO and key management personnel are renewable in accordance with the specific terms as set out in the service agreements. Any revision or amendments to the service agreements will be first proposed to the RC and thereafter, on RC's recommendation to the Board for consideration and approval.

The Company does not make use of contractual provisions to allow the Company to reclaim incentive components of remuneration from Executive Directors, CEO and key management personnel in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company.

Having reviewed and considered the variable components of the Executive Directors and the key management personnel, which are moderate, the RC is of the view that there is no requirement to institute contractual provisions to allow the Company to reclaim incentive components of their remuneration paid in prior years in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss. However, the Company believes that it should be able to avail itself to remedies against these personnel in the event of such breach of fiduciary duties.

There is currently no long-term incentive scheme for the Directors of the Group and there are currently no unexpired share options.

No Director is involved in deciding his own remuneration, except in providing information and documents if required by the RC to assist in its deliberations. Directors' fees are recommended by the Board for approval at the Company's AGM.

## **Directors' fees**

Independent Directors do not have service agreements. The remuneration of Non-Executive Directors is a fixed base Director fee. The Lead Independent Director receives an additional fee to reflect his expanded responsibilities.

The RC recommends the payment of such fees in accordance with the contributions and responsibilities of the Non-Executive Directors, which will then be endorsed by the Board and subject to approval by the shareholders of the Company at the AGM.

# CORPORATE GOVERNANCE REPORT

## Disclosure on Remuneration

**Principle 8**      **The company is transparent on its remuneration policies, level and mix of remuneration, the procedures for setting remuneration, and the relationship between remuneration, performance and value creation.**

### Directors' and Key Management Personnel's Remuneration

During FY2024, the RC had reviewed the compensation and remuneration packages of all Directors and key management personnel and believes that the remuneration package is commensurate with their respective performance roles and responsibilities, giving due consideration to the financial and commercial health and business needs of the Company. The RC has recommended to the Board and the Board has approved the remuneration of the Directors and the key management personnel.

The remuneration of Directors and CEO for FY2024 are as follows:

Name	Remuneration S\$	Salary <sup>(1)</sup> %	Bonus %	Fringe Benefits %	Directors' Fees %	Total %
Pan Shun Ming	535,836	98.6	–	1.4	–	100
Chen Xiang Zhi	186,418	100	–	–	–	100
David Yeung <sup>(2)</sup>	14,334	–	–	–	100	100
Chan Kam Loon <sup>(3)</sup>	42,000	–	–	–	100	100
Chia Chor Leong <sup>(4)</sup>	6,667	–	–	–	100	100
Wu Geng	40,000	–	–	–	100	100
Poon Joe Keen <sup>(5)</sup>	13,334	–	–	–	100	100
Low Chian Sin <sup>(6)</sup>	6,667	–	–	–	100	100

Notes:

- (1) includes salary paid by subsidiaries.
- (2) Mr David Yeung retired as an Independent Director on 29 April 2024.
- (3) Mr Chan was appointed as Lead Independent Director on 1 May 2024.
- (4) Mr Chia resigned as an Independent Director on 23 February 2024.
- (5) Mr Poon was appointed as an Independent Director on 1 May 2024 and subsequently resigned on 4 September 2024.
- (6) Mr Low was appointed as an Independent Director on 1 November 2024.

The Board has approved the RC's recommendation for the Directors' fees of S\$123,000/- for FY2025, payable quarterly in arrears. The fees are subject to the approval of shareholders at the forthcoming AGM. Executive Directors are not entitled to Directors' fees.

# CORPORATE GOVERNANCE REPORT

A breakdown of the level and mix of top five (5) key management personnel's (who are not Directors or the CEO) remuneration for FY2024 are as follows:

Name	Salary %	Bonus %	Fringe Benefits %	Total %
<b>S\$250,000 to below S\$500,000</b>				
Mai Shuying	98.3	-	1.7	100
<b>Below S\$250,000</b>				
Li Yonghua	98.7	-	1.3	100
Pu Jinbo	93.2	-	6.8	100
Pan Zhaojin	88.4	-	11.6	100
Zhang Jianling	100	-	-	100

The annual aggregate remuneration paid to the top five (5) key management personnel (excluding the Directors and CEO) for FY2024 is S\$1,073,238.

During FY2024, save for Mr Pan (has been disclosed above), Madam Mai and Mr Pan Zhaojin (as disclosed below), there are no other employees who are substantial shareholders of the Company or are immediate family members of a Director or the CEO or a substantial shareholder of the Company, and whose remuneration exceeds S\$100,000:

Name	Remuneration Band
Mai Shuying	S\$400,000 to below S\$500,000
Pan Zhaojin	S\$100,000 to below S\$200,000

## 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 shareholders.**

The Board acknowledges its responsibility for the governance of risk and oversight of the Group's internal control framework while recognising that no system can provide absolute assurance against all errors or irregularities.

Currently, the AC assumes the responsibility of the risk management function with support from internal auditors, external auditors and Management. The Board is of the view that given the Group's scale of operations, a separate risk committee is not required for the time being. Management conducts regular reviews of the Group's business and operational activities to identify significant risk areas and implement appropriate control measures. All material risk matters are promptly escalated to both the AC and the Board.

The AC and the Board are responsible to ensure that a review of the adequacy and effectiveness of the Company's internal controls, including financial, operational, compliance and information technology controls and risk management, is conducted annually. In this respect, the AC will review the audit plans, and the findings of the internal and external auditors and report its opinion to the Board, and will ensure that the Company follows up the auditors' recommendations raised, if any, during the audit process. The Company will continue to make efforts to improve its risk management and internal control systems.

# CORPORATE GOVERNANCE REPORT

On an annual basis, the Company engages an independent third party as the internal auditors to formulate an internal audit plan and conduct internal audit reviews of the Group's operations, taking into consideration the risk areas identified which are approved by the AC.

The AC will review annually, the adequacy and effectiveness of the IA function. In FY2024, the AC reviewed the report submitted by the internal auditors relating to the audits conducted to assess the adequacy and the effectiveness of the Group's risk management and the internal control systems put in place, including financial, operational, compliance and information technology controls. Any material non-compliance or lapses in internal controls, together with recommendation for improvement are reported to the AC.

A copy of the report is issued to the Management for its follow-up action. The timely and proper implementation of all required corrective, preventive or improvement measures are closely monitored. In addition, major control weaknesses in financial reporting identified in the course of the statutory audit, if any, are highlighted by the external auditors to the AC.

The AC and the Board had received assurance from the CEO and the Chief Financial Officer ("CFO") that, to the best of their knowledge, the Group's financial records as at 31 December 2024 have been properly maintained and the financial statements for FY2024 give a true and fair view of the Company's operations and finances.

The AC and the Board had obtained confirmation from the CEO, CFO and Key Management Personnel that the Group's risk management and internal control systems are adequate and effective to address financial, operational, compliance and information technology risks which the Group considers relevant and material to its operations.

Based on the work performed by the internal and external auditors, the Group's framework of management control, the review procedures established and maintained by the Company to monitor the key controls and procedures and to ensure their effectiveness, the annual reviews performed by Management and the Board committees, the Board, with the concurrence of the AC, is of the view that for the current size and nature of the Group's operations and business, the Group's framework of internal controls in relation to the financial, operational, compliance and information technology controls and risk management system is effective and adequate to provide reasonable assurance of the integrity and effectiveness of the Company in safeguarding its assets and shareholders' value. Pursuant to 1207(10) of the Listing Manual, the Board is of the opinion that there were no material weaknesses identified by the Board and AC in the Group's internal controls.

An overview of the key risks, the extent of the Group's exposure and the approach to managing these risks are set out on pages 101 to 106 of the Annual Report.

## **Audit Committee**

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

As at the date of this Report, the AC comprises three (3) members as follows, all of whom, including the Chairman of the AC, are Non-Executive Independent Directors:-

Mr Chan Kam Loon (Chairman)  
Mr Wu Geng (Member)  
Mr Low Chian Sin (Member)

None of the AC members (i) was former partners or directors of the Company's existing auditing firm or corporation within the previous two years commencing on the date of their ceasing to be a partner or Director of the auditing firm or corporation; and (ii) holds any financial interest in the auditing firm or corporation.

# CORPORATE GOVERNANCE REPORT

The Board is satisfied and in its business judgement viewed that the AC's composition and members are appropriately qualified to discharge their duties and responsibilities. The AC members have sufficient accounting and/or related financial management expertise and experience, as the Board interprets such qualification in its business judgement. Notably, Mr Chan, the AC Chairman, has extensive and practical accounting and financial management knowledge and experience, well qualified to chair the AC.

The AC is governed by the AC's Terms of Reference which describes the duties and the powers of the AC. The functions of the AC are as follows:

- (a) review significant financial reporting issues and judgments with the CFO/Financial Controller so as to ensure the integrity of the financial statements of our Group and any formal announcements relating to the Group's financial performance before submission to the Board;
- (b) review the half-yearly and annual financial statements and results announcements before submission to the Board for approval, focusing in particular, on changes in accounting policies and practices, major risks areas, key audit matters, significant adjustments resulting from the audit, the going concern statement, compliance with financial reporting standards as well as compliance with the Listing Manual and any other statutory/regulatory requirements;
- (c) review filings with the SGX-ST or other regulatory bodies which contain the Group's financial statements and ensure proper disclosure;
- (d) review the assurance from the CEO and CFO on the financial records and financial statements;
- (e) review annually the adequacy, effectiveness, independence and scope of results of the external audit;
- (f) review annually the aggregate amount of fees paid to the external auditors for the financial year and the breakdown of the fees paid in total for audit and non-audit services respectively. Where the external auditors also provide non-audit services to the Company, to review the nature and extent of such services in order to balance the maintenance of objectivity and value for money, and to ensure that the independence of the auditors would not be affected;
- (g) review the performance of the external auditors and facilitate its selection, appointment, reappointment, and removal. The factors to consider include an assessment of their effectiveness through the level of errors identified, accuracy in handling key accounting audit judgments, and response to queries from the AC;
- (h) make recommendations to the Board on the proposals to the shareholders on the appointment, re-appointment and removal of the external auditors, and approving the remuneration and terms of engagement of the external auditors;
- (i) review, with the internal and external auditors, the audit plans, scope of work, their evaluation of the adequacy of the internal controls, the audit report, accounting system, the management letters and the Management's response, and results of audits compiled by the internal and external auditors;
- (j) review the internal control and procedures, including accounting and financial controls and procedures and ensure coordination between the internal and external auditors, and the management, and review the assistance given by the Management to the auditors, and discuss problems and concerns, if any, arising from interim and final audits, and any matters which the auditors may wish to discuss in the absence of Management where necessary;
- (k) review and discuss with the external and internal auditors any suspected fraud or irregularity, or suspected infringement of any relevant laws, rules or regulations, which has or is likely to have a material impact on the Group's operating results or financial position, and the management's response and report such matters to the Board at an appropriate time;

# CORPORATE GOVERNANCE REPORT

- (l) review and report to the Board at least annually the adequacy and effectiveness of the Company's risk management systems and internal controls, including financial, operational, compliance and information technology controls (such review can be carried out internally or with the assistance of any competent third parties);
- (m) ensure that the internal audit function is adequately resourced and staffed with persons with the relevant qualifications and experience, and has appropriate standing within the Company.
- (n) review the adequacy, effectiveness, independence, scope and results of the Company's internal audit function;
- (o) commission and review an annual internal control audit until such time the AC is satisfied that the Group's internal controls are sufficiently robust and effective enough to mitigate the Group's internal control weaknesses (if any), and prior to the decommissioning of the annual audit, the Board is required to report to the SGX-ST on how the key internal control weaknesses have been rectified, and the basis for the decision to decommission the annual internal controls audit;
- (p) review the co-operation given by the Company's officers to the external auditors and internal auditors;
- (q) meet with the external and internal auditors without the presence of the Management at least once a year;
- (r) review transactions falling within the scope of Chapter 9 and Chapter 10 of the Listing Manual (if any);
- (s) review interested person transactions and potential conflicts of interest (if any). In particular, the AC will review and assess from time to time whether additional processes are required to be put in place to manage any material conflicts of interest between the Group and the Directors, CEO, Controlling Shareholders and/or their respective Associates and propose, where appropriate, the relevant measures for the management of such conflicts;
- (t) undertake such other reviews and projects as may be requested by the Board and report to the Board its findings from time to time on matters arising and requiring the attention of the AC;
- (u) review and establish procedures for receipt, retention and treatment of complaints received by the Group, *inter alia*, criminal offences involving the Group or its employees, questionable accounting, auditing, business, safety or other matters that impact negatively on the Group, and to ensure that arrangements are in place for independent investigations of such matter and for appropriate follow-up, pursuant to the Company's whistle-blowing policy;
- (v) propose and establish a "Whistle-blowing policy" and review the procedures and arrangements by which employees of the Group may, in confidence, report to the AC, possible improprieties in matters of financial reporting or other matters and ensure that there are arrangements in place for independent investigation and follow-up actions thereto; and
- (w) to undertake Group's compliance with such functions and duties as may be required under the relevant statute or the Listing Manual, including such amendments made thereto from time to time.

In line with the terms of reference of the AC, the following activities were carried out by the AC during FY2024 in the discharge of its functions and duties including the deliberation and review of:

- (a) the internal and external audit plan in terms of their scope prior to their commencement;
- (b) the unaudited condensed interim and full year financial results of the Group, and announcements prior to submission to the Board for approval and release via SGXNet;
- (c) the audited financial statements of the Group and the Company prior to submission to the Board for consideration and approval;

# CORPORATE GOVERNANCE REPORT

- (d) the assurance received from the CEO and CFO on the financial records and financial statements;
- (e) the internal audit findings report including internal control processes and procedures;
- (f) the independence, adequacy and effectiveness of the Group's internal audit function;
- (g) the adequacy and effectiveness of the Company's risk management system and internal controls, including financial, operational, compliance and information technology controls and reporting the findings to the Board;
- (h) interested person transactions and any potential conflicts of interests;
- (i) the co-operation and assistance given by Management to the Group's external and internal auditors; and
- (j) the independence, effectiveness and re-appointment of the external auditors of the Company and level of audit and non-audit fees, and their recommendation to the Board for approval.

The AC and the Board, with the assistance of internal and external auditors, reviews the adequacy and effectiveness of the key internal controls, including financial, operational, compliance, information technology controls and risk management systems on an on-going basis. There are formal procedures in place for both the internal and external auditors to report independently their findings and recommendations to the AC.

The AC has the power to conduct or authorise investigations into any matters within the AC's scope of responsibility, such as where there is any suspected fraud or irregularity, or failure of internal controls or infringement of any law, rule or regulation which has or is likely to have a material impact on the Group's operating results and/or financial position. The AC is authorised to obtain independent professional advice if it deems necessary in the discharge of its responsibilities. Such expenses are to be borne by the Company.

The AC has full access to and co-operation of the Company's Management and has full discretion to invite any Director or executive officer to attend its meetings, and has been given reasonable resources to enable it to discharge its functions.

Each member of the AC will abstain from voting in respect of matters in which he is interested.

## **Independence of External Auditors**

The aggregate amount of fees paid and/or payable by the Group to BDO LLP and overseas affiliates of BDO LLP for FY2024 is RMB1,135,291, of which audit fees amounted to RMB1,104,596 and non-audit fees amounted to RMB30,695.

During the year, the AC has taken into account the Audit Quality Indicators Disclosure Framework issued by the Accounting and Corporate Regulatory Authority and the guidance provided in Practice Guidance 10 of the 2018 Code when reviewing the scope and results of audit by BDO LLP, the adequacy of resources, experience and competence of the engagement partner and key audit team members in handling the audit and their cost effectiveness, as well as their independence and objectivity. The AC has also undertaken a review of the range, volume and nature of the non-audit services performed by its external auditors which is in relation to special audit services for the Apex project, tax agent and tax compliance services. The AC is satisfied that (i) neither their independence nor their objectivity was put at risk, and that they were able to meet the audit requirements and statutory obligations of the Company; and (ii) the nature and extent of such services will not prejudice the independence and objectivity of the external auditors. BDO LLP has also provided a confirmation of their independence to the AC. Accordingly, the AC is satisfied that the Company has complied with the Rule 712 of the Listing Manual and has recommended to the Board, the nomination of the external auditors, BDO LLP, for re-appointment at the forthcoming AGM.

Other member firm of BDO LLP is auditor of the Company's significant foreign-incorporated subsidiaries, the Company has complied Rule 715 of the Listing Manual.

# CORPORATE GOVERNANCE REPORT

The external auditors have unrestricted access to the AC.

The AC takes measures to keep abreast of the changes to accounting standards and issues which have impact on the Group's financial statements, with training conducted by professionals or external consultants. In FY2024, the AC was briefed and updated by the external auditors on the changes or amendments to the accounting standards and its corresponding impact on the financial statements, if any.

## **AC's commentary on key audit matters**

In the review of the financial statements for FY2024, the AC has discussed with the Management and the external auditors on significant issues as well as the reasonableness of the key assumptions including significant judgements and key estimates used that impact the financial statements. The most significant matters have also been included in the Independent Auditor's Report to the Members under "Key Audit Matters". Taking into account all instances of the views of the external auditors, the AC is assured and concurred with the Management's conclusions and satisfied that these matters have been properly dealt with; and concluded that the Group's accounting treatment and the disclosures in the financial statements were appropriate. The AC has recommended the Board to approve the financial statements.

## **Internal Audit**

The Company has outsourced the internal audit function to an independent professional firm, Daxin Guangzhou CPA, who will report directly to the AC and administratively to the Deputy CEO. The AC approves the hiring, removal, evaluation and compensation of the internal auditors and the internal auditors have unfettered access to all the Company's documents, records, properties and personnel, and reports directly to the AC on audit matters. The AC will review on an annual basis the adequacy and effectiveness of the internal audit function.

During the FY2024, the internal auditor had conducted reviews on the scopes detailed in the internal audit plan as approved by the AC. Subsequent to the review, the IA will report its findings to the AC and will propose recommendations to enhance the Group's internal controls and to resolve any instances of inadequate internal control processes. The Management is responsible for the implementation of the various recommendations and will report the progress of implementation to the AC. As at the date of this report, the matters and agreed actions highlighted in the IA report had been resolved and implemented.

The external auditors will also highlight to the AC any major control weaknesses in financial reporting identified in the course of the statutory audit, if any.

As part of the Group's continuous efforts to ensure that its risk management systems and internal controls are adequate and effective, the Company is not only working towards strengthening the existing policies by conducting regular reviews to ensure that they remain relevant but is also implementing new ones where necessary to meet challenges brought on by a changing business environment.

The AC approved the re-engagement of Daxin Guangzhou CPA to perform a review of the internal controls of the Group in accordance with the Standards for the Professional Practice of Internal Auditing laid down by the International Professional Practices Framework issued by the Institute of Internal Auditors, Inc.

Daxin Guangzhou CPA is a consultancy practice specialising in providing independent assurance services for corporations that require cost-effective and immediate solutions for their governance, risk and internal audit needs such as compliance audit, post-implementation reviews, value for money reviews, due diligence secondment and financial investigations. Daxin Certified Public Accountants was founded in 1945 and rebuilt in 1985. It is based in Beijing and has branches throughout China, providing professional services such as financial statements auditing, internal controls auditing, taxation, consulting, etc. The firm has over 10,000 clients (including Shanghai Stock Exchange listed entities, Shenzhen Stock Exchange listed entities, Hong Kong Exchange listed entities, etc.) year-round. The qualifications possessed include securities and futures related business audit qualification, Hong Kong Exchange listed entities audit qualification, ISO9001 quality management system certification, environmental management system certification, military classified business audit qualification, and AAAAA level tax related audit qualification. The firm currently has 4,001 employees, including 160 partners and 971 Chinese Certified Public Accountants.

# CORPORATE GOVERNANCE REPORT

The partner-in-charge, Mr Cen Su Peng, has more than 10 years of relevant and diverse audit experience. He holds the qualifications of Chinese Certified Public Accountant and Chinese Tax Agent. Mr Cen became a Certified Public Accountant in 2012 and has practiced and been based at Daxin CPA since 2013. He is a member of The Chinese Institute of Certified Public Accountants (CICPA) and is currently based in Daxin CPA Guangzhou office. Mr Cen has started auditing listed companies since 2015 and the audit reports of listed companies signed in the recent past three years including Innovita [SH.688253] which is listed on the Stock Exchange of Shanghai. Mr Cen is assisted by Mr Xia Haojie who has worked at Daxin CPA since 2016 and has been qualified Chinese Certified Public Accountant since 2023. Mr Cen Supeng, has no prior experience in providing internal audit services to other SGX listed entities, but he has experience in providing internal audit services to the entities of similar industry and size of operations as the Company including Innovita [SH.688253] which is listed on the Stock Exchange of Shanghai. The AC has assessed and is satisfied that the internal audit function of the Group is independent and effective, and the internal auditors have adequate resources to perform its function effectively and is staffed by suitably qualified and experienced professionals with the relevant experience. Accordingly, the Company is in compliance with Rule 1207(10C) of the Listing Rules.

## **Whistle-Blowing Policy**

The Company has in place a whistle-blowing policy which provides well-defined and accessible channels in the Group through which employees and any other persons may raise concerns, in confidence, on improper conduct or other matters to Management and/or the AC, where applicable. The details of the policy have been disseminated and made available to all employees.

The Company is proactive in conducting awareness briefings and ensuring regular communications to employees via email reminders. The Group's Whistle Blowing Policy is available on the Company's intranet and website for easy access by all employees and the public. On quarterly basis, Management will email to all the employees to report any complaints, suspected fraud, corruption, dishonest practices or other similar matters relating to the Group, the Directors or key management personnel. All concerns will be treated with strict confidentiality. The AC and the Board ensure the identity of whistleblower is kept confidential. It is the Company's commitment that if an employee or any person raises a genuine concern, he will be at a risk of losing his job or suffering from reprisal/harassment or detrimental or unfair treatment as a result. The AC oversees the administration of the policy and ensures that all concerns or complaints raised are independently investigated and appropriate actions are carried out.

The employees could report any incidents or concerns to their immediate superior, human resources, or top management directly. If for any reason this is not believed appropriate or possible, or if the incident or concern involves the superior or human resources (whichever the case), the matter should be reported to the Executive Chairman or Vice Chairman or CEO or Deputy CEO. Alternatively, the incident or concern may be reported via email to the AC Chairman at [sp.feedback@southern-packaging.com](mailto:sp.feedback@southern-packaging.com). For concerns related to financial reporting, internal controls, or auditing, the matter may be reported to the CFO or the AC Chairman.

All incidents or concerns reported will be acknowledged receipt and reviewed within a reasonable timeframe. After consulting with the Executive Chairman and/or senior management, the report will be directed to the appropriate department for actions, and a decision will be made on whether to proceed with detailed investigation after due consideration and inquiry. The whistleblower will be informed of the estimated time to complete the investigation and the progress of addressing the reported issue. Where the reported incident or concern involves any director or member of the Management, that director or member shall abstain from participating in the deliberations relating thereto. Management should report all reported concerns, including actions taken, recommended actions (if any), and progress to the AC or seek their guidance. All whistleblowing cases (if any) will be consolidated and submitted to the AC for review at every AC meeting. The AC will be informed of any follow-through measures (such as implementing additional internal control measures and procedures), where necessary, to ensure that such incidents will not recur. The AC will then report to the Board on such matters at the Board meetings. There have not been any whistle-blowing reports during FY2024.

The Company aims to safeguard the confidentiality of whistleblowers and protect them from any reprisals, victimisation, harassment and/or disciplinary proceedings, in line with its objective to instil transparency and accountability across operations.

The AC is vested with the power and authority to investigate and enforce appropriate action when any such non-compliance matter is brought to its attention.

# CORPORATE GOVERNANCE REPORT

## Independent meeting with external and internal auditors

The AC has met the external and internal auditors without the presence of the Management at least once a year to review assistance given by the Management to internal and external auditors and to ascertain if there are any material weaknesses or control deficiencies in the Group's financial and operational systems. The external auditors were also invited to be present at AC meetings held during FY2024 to, *inter alia*, answer or clarify any matter on cooperation from management, accounting and auditing of internal control.

## 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.**

### Participation of General Meeting

The Company's general meetings are the principal forums for dialogue with shareholders.

The Board supports and encourages shareholders to participate actively in general meetings. At general meetings of the Company, shareholders are given equitably opportunity to participate effectively in and vote at the meeting, express their views/concerns and asking questions regarding the Group's business or performance. Notice of general meetings announced on SGXNet and the Company's website prior to the meeting. The Directors ensures that the shareholders are well informed of the meeting and voting procedures.

Any notice of general meeting consisting of only ordinary resolution is issued at least fourteen (14) calendar days before the scheduled date of such meeting while a notice of general meeting containing special resolution is issued at least 21 calendar days before the scheduled date of the meeting.

At the Company's general meetings, the chairpersons of the AC, NC and RC, majority Directors and Management are normally present and available to address shareholders' questions at general meetings. The external auditors are also invited to attend the AGMs to assist the Directors in addressing shareholders' queries about the conduct of audit and the preparation and contents of the auditors' report. The attendance of Directors for the AGM held on 29 April 2024 is disclosed under Principle 1 of this Annual Report. All Directors that were in appointment at that time attended the AGM for financial year ended 31 December 2023.

The forthcoming AGM to be held on 29 April 2025 will be convened and held in a wholly physical format. There will be no option for shareholders to participate virtually. Shareholders are entitled to attend the AGM and are given the opportunity to participate effectively in and vote at the AGM. All shareholders will receive the notice of AGM and the notice will also be advertised on the newspaper.

The Company has not amended its Constitution to provide for absentia voting methods. Voting in absentia and by electronic mail may only be possible following careful study to ensure that integrity of the information and authentication of the identity of the shareholders through the web is not compromised.

All shareholders can vote in person or to appoint up to two (2) proxies during his/her absence to attend, vote and speak in general meeting in accordance with the Constitution of the Company. Pursuant to Section 181 of the Companies Act 1967, notwithstanding the Constitution of the Company, the Company allows and will provide necessary measures to allow corporations which provide nominee or custodial services to appoint more than two (2) proxies so that shareholders who hold shares through such corporations can attend and participate in general meetings as proxies.

# CORPORATE GOVERNANCE REPORT

Each item of special business included in the notice of the AGM is accompanied by an explanation of the effects of the proposed resolution. At AGMs, the Directors ensure that separate resolutions are set out on distinct issues for approval by shareholders and shareholders are given the opportunity to raise questions and clarify any issues they may have relating to the resolutions to be passed. Shareholders are also given the opportunities to submit written questions prior to the forthcoming AGM. The Management and the Board will respond to all substantial and comments and queries relevant to the business to be transacted at the forthcoming AGM within a reasonable timeframe prior to the AGM, but no later than 48 hours before the closing of the date and time for the lodgement of proxy forms, through publication on SGXNet. Pursuant to Rule 730A of the Listing Manual, all proposed resolutions at the Company's general meetings will be conducted by way of poll in the presence of an independent scrutineer. The explanation on polling procedures will be provided to shareholders before the poll voting is conducted. The total number and percentage of valid votes cast for or against each resolution will be announced at the general meeting and also published via SGXNet after the general meeting.

After a general meeting, the Company Secretary prepares minutes of general meetings that include substantial and relevant comments or queries from shareholders relating to the agenda of the meetings, and responses from the Board and the Management. The minutes of general meetings will be published on the SGX website as soon as practicable once it is approved by the Board. The minutes of general meetings will also be made available to shareholders upon their written request. The Company had published the minutes of the AGM held on 29 May 2024 on SGX website.

## **Dividend Policy**

The Company currently does not have a fixed dividend policy. Nonetheless, the Management after reviewing the performance of the Company in the relevant financial period will make appropriate recommendation to the Board. Any dividend recommendation or declaration will be communicated to shareholders via announcement through SGXNet.

The form, frequency and amount of declaration and payment of future dividends on shares of the Company that the Directors may recommend or declare in respect of any particular financial year or period will be subject to the factors outlined below as well as other factors deemed relevant by the Directors:

- the level of cash and retained earnings;
- actual and projected financial performance;
- projected levels of capital expenditure and expansion plans;
- working capital requirements and general financing needs and conditions; and
- restrictions on payment of dividend imposed to the Company (if any).

The Board has not declared or recommended a dividend in respect of FY2024 as the Group has sustained losses in FY2024.

## **Engagement with Shareholders and Stakeholders**

**Principle 12      The Company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholder to communicate their views on various matters affecting the Company.**

The Company has put in place an investor relations policy to facilitate fair and effective communication with shareholders. The Company conveys pertinent information to shareholders and complies with the guidelines set out in the Listing Manual when disclosing information. All questions raised by shareholders would be escalated to and addressed by the Senior Management or relevant person-in-charge.

# CORPORATE GOVERNANCE REPORT

The Company treats all shareholders fairly and equitably, and recognises, protects and facilitates the exercise of shareholders' rights and continually reviews and updates such governance arrangement. In this regard, care is taken to ensure that no market sensitive information such as corporate proposals, financial results and other material information is disseminated to any party without first making an official announcement through SGXNet.

The Group strives for timeliness and transparency in its disclosures to the shareholders and the public. The Company does not practice selective disclosure, and price-sensitive information is publicly released through SGXNet on an immediate basis pursuant to the Listing Manual. Information is disseminated to shareholders on a timely basis through various means of communication such as:

- announcements via SGXNet;
- price sensitive information, significant transactions or matters are communicated to shareholders via SGXNet;
- Sustainability Reports, Annual Reports and notice of general meetings issued to all shareholders; and
- the Company's website at <http://www.southern-packaging.com/> at which shareholders have access to information on the Group.

The Company solicits feedback from and addresses the concerns of Shareholders (including institutional and retail investors) by email via a dedicated investor relations email: [sp.investor@southern-packaging.com](mailto:sp.investor@southern-packaging.com) or in writing to the Company's headquarter located in China or registered office in Singapore. The Company also attends to shareholders' queries made via telephone.

For the forthcoming AGM, shareholders may submit their questions relating to the resolutions set out in the notice of the AGM in advance, or live at, the AGM. All substantive and relevant questions related to the resolutions to be tabled for approval at the AGM received in advance of the AGM before the cut-off date will be addressed and published via SGXNet and on the Company's website before the deadline for submission of proxy forms. Any subsequent clarifications sought, or follow-up questions, or substantial and relevant questions received after the cut-off date will be consolidated and addressed at the AGM. The detailed information on the submission of questions has been specified in the notice of AGM.

**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 Company understands the importance of stakeholder engagement and has been reporting its engagement activities in its annual sustainability report, with reference to Global Reporting Initiative (GRI) Standards. Key stakeholders have been identified (customers, employees, investors, suppliers, government and regulators), each with their respective engagement channels and key areas of interests that have been made of the Group's priorities. Stakeholders can communicate or write to the Company via its corporate website at [www.southern-packaging.com](http://www.southern-packaging.com).

Please refer to the section on Stakeholder Engagement in the Company's Sustainability Report 2024 to be published on SGXNet by 30 April 2025 for more information on how the Company manages its stakeholder relationships.

# CORPORATE GOVERNANCE REPORT

## DEALING IN SECURITIES

In line with Rule 1207(19) of the Listing Manual on dealings in securities, the Company has adopted a policy prohibiting share dealings in its securities by directors and officers of the Group: (i) during the period commencing one (1) month before the announcement of the Company's half/full year financial statements and ending on the date of the announcement of the relevant financial statements; and (ii) any time when in possession of unpublished price-sensitive information relating to the Group. They are prohibited from dealing in the Company's securities on short-term considerations. This has been made known to Directors and officers of the Group. They are also reminded to observe the insider trading laws at all times even when dealing in the Company's securities within permitted trading periods.

Directors are required to notify the Company of their securities dealings within two (2) business days of such dealings and the Company shall disseminate the notifications received to the market via SGXNet within one (1) business day of receiving such notifications.

## MATERIAL CONTRACTS

Save as disclosed in the section entitled "Interested Person Transactions" and the service agreements entered into between the Executive Director, Chief Executive Officer, Controlling Shareholder and the Company, there are no other material contracts or loans entered into by or taken up by the Company or its subsidiaries involving the interest of any Director or controlling shareholder which are still subsisting as at the end of FY2024 or if not then subsisting, entered into since the end of previous financial year.

## INTERESTED PERSON TRANSACTIONS ("IPTs")

The Company has established review procedures for IPTs and the reviews to be made periodically by the AC in relation thereto are adequate to ensure that the IPTs will be transacted on normal commercial terms and will not be prejudicial to the interests of the Company and its minority shareholders. In the event that a member of the AC is involved in any IPT, he will abstain from reviewing that particular transaction.

The IPTs of the Group during FY2024 are:-

<b>Name of interested person</b>	<b>Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than S\$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) FY2024</b>	<b>Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S\$100,000) FY2024</b>
Guangdong Xing Hua Health Drink Co. Ltd <sup>(1)</sup>	RMB2,058,873 (S\$385,449)	-
Pan Shun Ming and Mai Shuying <sup>(2)</sup>	RMB840,336 (S\$157,322)	-
Foshan Jia Bei Le Property Management Co. Ltd. <sup>(3)</sup>	RMB840,216 (S\$157,300)	-

(1) Rental payment to Guangdong Xing Hua Health Drink Co. Ltd., an associate company of Mr Pan (Executive Chairman and Substantial Shareholder) and Madam Mai (Substantial Shareholder), for the factory space occupied by Foshan Southern Packaging Co., Ltd., a wholly-owned subsidiary of the Company; and receipt of office rental income from Guangdong Xing Hua Health Drink Co. Ltd.

(2) Rental payment for office occupied by Southern (HK) Packaging Company Limited, a wholly-owned subsidiary of the Company.

(3) Property management fee of Apex Tower.

# CORPORATE GOVERNANCE REPORT

## CORPORATE SOCIAL RESPONSIBILITIES

The Company has always fostered a socially responsible corporate culture amongst its management and staff. Our management team and employees are our assets. We recognise that the success of our Group is due in great part to our dedicated and passionate team of employees working together to deliver high-quality services to our customers. Therefore, we take great care of employees by providing them a safe and healthy work premises and offering them opportunities to continually enhance and develop their core skills and knowledge base. In addition to this, we also provide classroom training and product knowledge, safety and product handling, new market trends and technologies so that our staff stays up-to-date with the latest developments and trends within the industry. New employees will also be provided mandatory orientation programmes to familiarise them with the Group's corporate identity, policy and standard operation practice.

## SUSTAINABILITY REPORTING

The Group firmly believes that our commitment to embrace the tenets of corporate sustainability as a driving force in creating value for our stakeholders at large. We adopt the principles of sustainability throughout our supply chain and continue to build sustainable practices in every aspect of the Group's business in achieving high levels of integrity and excellence in its activities. We focus our efforts on sustainable economic growth, training and education, employment, environment protection and environmental compliance. The Sustainability Report will be published by 30 April 2025 via SGXNet.

# DIRECTORS' STATEMENT

The directors of Southern Packaging Group Limited (the “Company”) present their statement to the members together with the audited consolidated financial statements of the Company and its subsidiaries (the “Group”) for the financial year ended 31 December 2024 and the statement of financial position of the Company as at 31 December 2024 and the statement of changes in equity of the Company for the financial year ended 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 properly drawn up 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 consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and of the 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 as follows:

Pan Shun Ming  
Chen Xiang Zhi  
Chan Kam Loon  
Wu Geng  
Low Chian Sin (Appointed on 1 November 2024)

## 3. Arrangements to enable Directors to acquire shares or debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose object was to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

# DIRECTORS' STATEMENT

## 4. Directors' interests in shares or debentures

The directors of the Company holding office at the end of the financial year had no interests in the shares or debentures of the Company or its related corporations as recorded in the Register of Directors' Shareholdings kept by the Company under Section 164 of the Singapore Companies Act 1967 (the "Act"), except as follows:

Name of director in which interests is held	Shareholdings registered in name of director or nominee		Shareholdings in which a director is deemed to have an interest	
	Balance as at 1 January 2024	Balance as at 31 December 2024	Balance as at 1 January 2024	Balance as at 31 December 2024
	Number of ordinary shares			
<b>Company</b>				
Pan Shun Ming	27,384,697	27,384,697	17,925,265	17,925,265

By virtue of Section 7 of the Act, Mr Pan Shun Ming is deemed to have interests in the shares of all the subsidiaries of the Company as at the beginning and end of the financial year.

In accordance with the continuing listing requirements of the Singapore Exchange Securities Trading Limited ("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 or its related corporations have not changed from those disclosed as at 31 December 2024.

## 5. Share options

There were no share options granted by the Company or its subsidiary corporations during the financial year.

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

There were no unissued shares of the Company or its subsidiary corporations under option as at the end of the financial year.

## 6. Audit Committee

The Audit Committee ("AC") during the financial year and at the date of this statement comprises the following members, all of whom are independent and non-executive directors of the Company:

Chan Kam Loon	(Chairman – Appointed on 1 May 2024)
Wu Geng	(Appointed on 23 February 2024)
Low Chian Sin	(Appointed on 1 November 2024)
Yeung Koon Sang @ David Yeung	(Retired on 29 April 2024)
Chia Chor Leong	(Resigned on 23 February 2024)

## 6. Audit Committee (Continued)

There were 5 AC Meetings held in 2024, where the AC has carried out its functions in accordance with section 201B(5) of the Act, including reviewing the following, where relevant, with the Executive Directors and internal and external auditors of the Company:

- a) the audit plans of the internal and external auditors and the results of the internal 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 and statement of changes in equity 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 announcement on the results and financial position of the Company and the Group;
- e) the co-operation and assistance given by the management to the Group's internal and external auditors;
- f) the re-appointment of the external auditor of the Company; and
- g) the Interested Person Transactions as defined in Chapter 9 of the Listing Manual of SGX-ST and ensures that the transactions were on normal commercial terms and not prejudiced to the interests of the members of the Company.

The AC confirmed that it has undertaken a review of all non-audit services provided by the external auditor to the Group and is satisfied that the nature and extent of such services would not affect the independence of the external auditor.

The AC 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 internal and external auditors have unrestricted access to the AC.

The AC has recommended to the directors the nomination of BDO LLP for re-appointment as external 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 Board of Directors

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**Pan Shun Ming**  
Director

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**Chen Xiang Zhi**  
Director

3 April 2025

# INDEPENDENT AUDITOR'S REPORT

To the Members of Southern Packaging Group Limited

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Southern Packaging Group Limited (the "Company") and its subsidiaries (the "Group") as set out on pages 52 to 109, 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.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and the 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)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position 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 of the changes in equity of the Company for the financial year ended on that date.

### Separate Opinion in Relation to International Financial Reporting Standards

As explained in Note 2.1 to the financial statements, the Group, in addition to applying SFRS(I)s, have also applied IFRS<sup>®</sup> Accounting Standards. In our opinion, the consolidated financial statements of the Group give a true and fair view of the consolidated financial position of the Group and the statement of financial position of the Company as at 31 December 2024, and of 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 in accordance with IFRS<sup>®</sup> Accounting Standards.

### 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.

# INDEPENDENT AUDITOR'S REPORT

To the Members of Southern Packaging Group Limited

## Report on the Audit of the Financial Statements (Continued)

### KEY AUDIT MATTER

### AUDIT RESPONSE

#### Impairment of property, plant and equipment and land use rights

As at 31 December 2024, the carrying amount of the Group's property, plant and equipment ("PPE") and land use rights amounted to RMB354,411,689 and RMB35,399,859 respectively.

During the financial year ended 31 December 2024, there were impairment indications on its PPE and land use rights for the loss-making operating facilities. The management carried out an impairment assessment to determine whether an impairment loss should be recognised in the financial statements.

Management determined the recoverable amounts based on value-in-use (discounted cash flow forecasts) calculations by estimating the expected discounted future cash flows to be derived from the cash generating unit to which the non-current assets belong. Any shortfall between the recoverable amount and the carrying amount of the cash generating unit would be recognised as an impairment loss. Based on the assessment result, no impairment loss was recognised during the financial year.

We have determined impairment assessment of property, plant and equipment and land use rights to be a key audit matter as the impairment assessment involved significant management judgements and estimates with regard to the key assumptions used in estimating the discounted future cash flows, such as the revenue growth rates, gross profit margin and discount rate.

Refer to Notes 2.7, 2.9, 2.11, 3.2(i), 11 and 14 of the accompanying financial statements.

We performed the following audit procedures, amongst others:

- Discussed with management and evaluated the reasonableness of the key assumptions made by management in preparing the discounted cash flows, including performing analytical procedures and comparing the revenue growth rates against historical performance and industry outlook, as appropriate;
- Engaged our internal valuation specialists to evaluate reasonableness of the discount rate used;
- Performed sensitivity analysis around the key assumptions, including the revenue growth rates, gross profit margin and discount rate used in the cash flow forecasts; and
- Assessed the adequacy of the disclosure in the financial statements with respect to impairment assessment of PPE and land use rights.

# INDEPENDENT AUDITOR'S REPORT

To the Members of Southern Packaging Group Limited

## Report on the Audit of the Financial Statements (Continued)

### 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, SFRS(I)s and IFRS® Accounting Standards, 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.

# INDEPENDENT AUDITOR'S REPORT

To the Members of Southern Packaging Group Limited

## Report on the Audit of the Financial Statements (Continued)

### Other Information

- 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.

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, related safeguards.

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 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 Tei Tong Huat.

### BDO LLP

Public Accountants and  
Chartered Accountants

Singapore  
3 April 2025

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For The Financial year ended 31 December 2024

		Group	
	Note	2024 RMB	2023 RMB
Revenue	5	687,916,660	691,560,578
Cost of sales		(562,877,496)	(570,489,916)
Gross profit		125,039,164	121,070,662
<i>Other item of income</i>			
Other income	6	14,954,924	12,492,728
<i>Other items of expense</i>			
Distribution expenses		(45,678,067)	(42,651,287)
Administrative expenses		(84,575,245)	(83,261,289)
Finance costs	7	(20,777,850)	(21,505,784)
Loss before income tax	8	(11,037,074)	(13,854,970)
Income tax (expense)/credits	9	(7,857,518)	344,075
Loss for the financial year attributable to owners of the parent		(18,894,592)	(13,510,895)
<b>Other comprehensive income:</b>			
<i>Item that may be reclassified subsequently to loss:</i>			
Exchange differences on translation of foreign operations		163,958	141,884
Other comprehensive income for the financial year, net of tax		163,958	141,884
Total comprehensive expense for the financial year, representing total comprehensive expense attributable to owners of the parent		(18,730,634)	(13,369,011)
Loss per share			
- Basic and diluted (RMB cents)	10	(26.87)	(19.21)

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

# STATEMENTS OF FINANCIAL POSITION

For The Financial year ended 31 December 2024

	Note	Group		Company	
		2024 RMB	2023 RMB	2024 RMB	2023 RMB
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	11	354,411,689	395,607,032	-	-
Investment properties	12	89,348,780	91,515,034	-	-
Investments in subsidiaries	13	-	-	465,932,925	465,932,925
Land use rights	14	35,399,859	36,478,137	-	-
Right-of-use assets	15	2,322,619	3,107,627	-	-
Deferred tax assets	16	10,920,777	18,430,499	-	-
<b>Total non-current assets</b>		<b>492,403,724</b>	<b>545,138,329</b>	<b>465,932,925</b>	<b>465,932,925</b>
<b>Current assets</b>					
Inventories	17	355,493,147	362,829,568	-	-
Trade receivables	18	152,851,593	152,902,038	-	-
Other receivables and prepayments	19	41,420,995	42,859,712	16,344	1,306,618
Cash and bank balances	20	62,421,764	90,219,566	1,384,950	995,002
Fixed deposits	21	10,741,333	1,441,000	-	-
<b>Total current assets</b>		<b>622,928,832</b>	<b>650,251,884</b>	<b>1,401,294</b>	<b>2,301,620</b>
<b>Total assets</b>		<b>1,115,332,556</b>	<b>1,195,390,213</b>	<b>467,334,219</b>	<b>468,234,545</b>
<b>LIABILITIES AND EQUITY</b>					
<b>Equity</b>					
Share capital	22	230,592,765	230,592,765	230,592,765	230,592,765
Capital contribution	23	12,638,812	12,638,812	-	-
Statutory reserve	23	64,124,500	64,124,500	-	-
Foreign currency translation account	23	(843,941)	(1,007,899)	-	-
Retained earnings		197,910,174	216,804,766	197,151,120	208,734,817
<b>Total equity</b>		<b>504,422,310</b>	<b>523,152,944</b>	<b>427,743,885</b>	<b>439,327,582</b>

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

# STATEMENTS OF FINANCIAL POSITION

For The Financial year ended 31 December 2024

	Note	Group		Company	
		2024 RMB	2023 RMB	2024 RMB	2023 RMB
<b>Non-current liabilities</b>					
Deferred government subsidies	24	7,156,535	8,295,494	-	-
Deferred tax liabilities	16	1,000,000	1,000,000	-	-
Lease liabilities	25	-	813,367	-	-
Borrowings	26	46,999,050	87,606,959	-	-
<b>Total non-current liabilities</b>		<b>55,155,585</b>	<b>97,715,820</b>	<b>-</b>	<b>-</b>
<b>Current liabilities</b>					
Deferred government subsidies	24	1,138,959	1,138,959	-	-
Lease liabilities	25	2,371,802	2,349,395	-	-
Current income tax payable		4,244,719	4,982,532	-	-
Trade payables	27	166,171,683	201,677,233	-	-
Other payables	28	32,556,712	34,528,700	39,590,334	28,906,963
Borrowings	26	349,270,786	329,844,630	-	-
<b>Total current liabilities</b>		<b>555,754,661</b>	<b>574,521,449</b>	<b>39,590,334</b>	<b>28,906,963</b>
<b>Total liabilities</b>		<b>610,910,246</b>	<b>672,237,269</b>	<b>39,590,334</b>	<b>28,906,963</b>
<b>Total liabilities and equity</b>		<b>1,115,332,556</b>	<b>1,195,390,213</b>	<b>467,334,219</b>	<b>468,234,545</b>

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

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For The Financial year ended 31 December 2024

	Note	Share capital RMB	Capital contribution RMB	Statutory reserve RMB	Foreign currency translation account RMB	Retained earnings RMB	Total equity RMB
<b>Group</b>							
Balance as at 1 January 2024		230,592,765	12,638,812	64,124,500	(1,007,899)	216,804,766	523,152,944
Loss for the financial year		-	-	-	-	(18,894,592)	(18,894,592)
Other comprehensive income for the financial year							
- Exchange differences on translation of foreign operations		-	-	-	163,958	-	163,958
Total comprehensive expense for the financial year		-	-	-	163,958	(18,894,592)	(18,730,634)
Balance as at 31 December 2024		230,592,765	12,638,812	64,124,500	(843,941)	197,910,174	504,422,310
Balance as at 1 January 2023		230,592,765	12,638,812	58,546,029	(1,149,783)	235,894,132	536,521,955
Loss for the financial year		-	-	-	-	(13,510,895)	(13,510,895)
Other comprehensive income for the financial year							
- Exchange differences on translation of foreign operations		-	-	-	141,884	-	141,884
Total comprehensive expense for the financial year		-	-	-	141,884	(13,510,895)	(13,369,011)
<i>Other</i>							
Transfer to statutory reserve	23	-	-	5,578,471	-	(5,578,471)	-
Balance as at 31 December 2023		230,592,765	12,638,812	64,124,500	(1,007,899)	216,804,766	523,152,944

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

# STATEMENT OF CHANGES IN EQUITY

For The Financial year ended 31 December 2024

	Note	Share capital RMB	Retained earnings RMB	Total equity RMB
<b>Company</b>				
Balance as at 1 January 2024		230,592,765	208,734,817	439,327,582
Loss for the financial year, representing total comprehensive expense for the financial year		-	(11,583,697)	(11,583,697)
Balance as at 31 December 2024		230,592,765	197,151,120	427,743,885
Balance as at 1 January 2023		230,592,765	191,717,772	422,310,537
Profit for the financial year, representing total comprehensive income for the financial year		-	17,017,045	17,017,045
Balance as at 31 December 2023		230,592,765	208,734,817	439,327,582

*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	
	Note	2024 RMB	2023 RMB
<b>Operating activities</b>			
Loss before income tax		(11,037,074)	(13,854,970)
Adjustments for:			
Loss allowance made/(reversal) on trade receivables	18	166,455	(33,343)
Amortisation of deferred government subsidies	24	(1,138,959)	(1,138,961)
Amortisation of land use rights	14	1,078,278	1,078,280
Amortisation of right-of-use assets	15	2,345,938	2,499,103
Depreciation of investment properties	12	2,166,254	2,046,945
Depreciation of property, plant and equipment	11	50,748,404	53,999,986
Interest expense	7	20,777,850	21,505,784
Interest income	6	(319,491)	(323,639)
Loss on disposal of property, plant and equipment		374,493	268,194
Property, plant and equipment written off		384,461	-
Gain on derecognition of lease	6	-	(4,018)
Write-down/(Write-back) of slow-moving and obsolete inventories	17	17,635	(254,002)
Unrealised foreign currency exchange loss		322,411	667,709
Operating cash flows before working capital changes		65,886,655	66,457,068
Working capital changes:			
Inventories		7,331,274	35,318,475
Trade receivables		765,181	(10,484,524)
Other receivables and prepayments		2,414,210	3,397,652
Trade payables		(37,328,548)	(72,699,983)
Other payables		(2,046,724)	84,633
Cash generated from operations		37,022,048	22,073,321
Income tax paid		(1,084,921)	(1,398,298)
Net cash generated from operating activities		35,937,127	20,675,023
<b>Investing activities</b>			
Purchase of property, plant and equipment	11	(10,753,217)	(11,141,320)
Proceeds from disposal of property, plant and equipment		441,335	76,047
Interest received	6	319,491	323,639
Net cash used in investing activities		(9,992,391)	(10,741,634)

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

# CONSOLIDATED STATEMENT OF CASH FLOWS

For The Financial year ended 31 December 2024

	Note	Group	
		2024 RMB	2023 RMB
<b>Financing activities</b>			
Interest paid	7	(20,777,850)	(21,505,784)
Proceeds from borrowings	A	401,106,793	467,597,706
Repayment of borrowings	A	(422,640,231)	(432,231,651)
Repayment of lease liabilities	25	(2,352,974)	(2,434,659)
(Increase)/Decrease in fixed deposits pledged		(9,300,333)	730,000
Net cash (used in)/generated from financing activities		(53,964,595)	12,155,612
Net change in cash and cash equivalents		(28,019,859)	22,089,001
Cash and cash equivalents as at the beginning of the financial year		90,219,566	67,734,843
Effect of exchange rate changes on the balance of cash held in foreign currencies		222,057	395,722
Cash and cash equivalents as at the end of the financial year	20	62,421,764	90,219,566

**Note A: Reconciliations of liabilities arising from financing activities are as follows:**

	1 January RMB	Net cash flows RMB	Non-cash changes Foreign exchange differences RMB	31 December RMB
<b>2024</b>				
Borrowings (Note 26)	417,451,589	(21,533,438)	351,685	396,269,836
<b>2023</b>				
Borrowings (Note 26)	382,196,620	35,366,055	(111,086)	417,451,589

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

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

## 1. General information

Southern Packaging Group Limited (the "Company") (Registration Number: 200313312N) is a public company limited by shares, incorporated and domiciled in the Republic of Singapore with its registered office at 36 Robinson Road, #20-01 City House, Singapore 068877 and principal place of business at No. 9 Foping Four Road, Gui Cheng, Nanhai, Foshan City, Guangdong 528251, the People's Republic of China. The Company is listed on the Main Board of Singapore Exchange Securities Trading Limited ("SGX-ST").

The principal activity of the Company is that of investment holding. The principal activities of its subsidiaries are disclosed in Note 13 to the financial statements.

## 2. Summary of material accounting policies 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") and IFRS<sup>®</sup> Accounting Standards and are prepared under the historical cost convention, except as disclosed in the policies below. 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 Note 2 of 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 consolidated financial statements of the Group, the statement of financial position and statement of changes in equity of the Company are presented in Chinese renminbi ("RMB") which is the functional currency of the Company and the presentation currency for the consolidated financial statements.

The preparation of financial statements in conformity with SFRS(I)s and IFRS<sup>®</sup> Accounting Standards 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 the most significant effect on the financial statements are disclosed in Note 3 to the financial statements.

#### Changes in accounting policies

##### *New standards, amendments and interpretations effective from 1 January 2024*

The standards, amendments to standards and interpretations, that will apply for the first time by the Group are not expected to impact on the group as they are either not relevant to the Group's business activities or require accounting which is consistent with the Group's current accounting policies.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 2. Summary of material accounting policies information (Continued)

### 2.1 Basis of preparation of financial statements (Continued)

#### Changes in accounting policies (Continued)

#### *New standards, amendments and interpretations issued but not yet effective*

At the date of authorisation of these financial statements, the following standards were issued but not yet effective, and have not been adopted early in these financial statements:

		<b>Effective date (annual periods beginning on or after)</b>
SFRS(I) 10 and SFRS(I) 1-28 (Amendments)	: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined
SFRS(I) 1-21 (Amendments)	: Lack of Exchangeability	1 January 2025
SFRS(I) 9 and SFRS(I) 7 (Amendments)	: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
SFRS(I) 9 and SFRS(I) 7 (Amendments)	: Amendments to the Contract Referencing Nature-dependent Electricity	1 January 2026
Various	: Annual Improvements to SFRS(I)s	1 January 2026
SFRS(I) 18	: Presentation and Disclosure in Financial Statements	1 January 2027
SFRS(I) 19	: Subsidiaries without Public Accountability: Disclosures	1 January 2027

Consequential amendments were also made to various standards as a result of these new or revised standards.

Management anticipates that the adoption of the above SFRS(I)s, where relevant, in future periods will not have a material impact on the financial statements of the Group in the period of their initial adoption except as disclosed 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.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 2. Summary of material accounting policies information (Continued)

### 2.1 Basis of preparation of financial statements (Continued)

Changes in accounting policies (Continued)

*New standards, amendments and interpretations issued but not yet effective* (Continued)

*SFRS(I) 18 Presentation and Disclosure in Financial Statements* (Continued)

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 Basis of consolidation

The consolidated financial statements incorporate 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 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.

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

### 2.3 Revenue recognition

Sale of goods

The Group manufactures and sells rigid and flexible packaging products to corporate customers. Revenue from sale of goods is recognised when a performance obligation is satisfied by transferring control of promised goods to the customers (i.e. goods are accepted by customers). For overseas sales, performance obligations are satisfied when the control of goods (based on shipping terms) are transferred to the customers.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 2. Summary of material accounting policies information (Continued)

### 2.3 Revenue recognition (Continued)

#### Sale of goods (Continued)

Revenue is measured based on consideration of which the Group expects to be entitled in exchange for transferring promised goods or services to customers, excluding amounts collected on behalf of third parties (i.e. sales related taxes). The consideration promised in the contracts with customers may include fixed amounts, variable amounts or both. Most of the Group's revenue is derived from fixed price contracts and therefore, the amount of revenue earned for each contract is determined by reference to those fixed prices, except for certain contracts that are subject to insignificant volume discounts. There is no element of significant financing component in the Group's revenue transactions as customers are required to pay within the normal credit terms of 7 to 120 days.

In certain situations where customers contribute moulds and tooling to facilitate the Group's fulfilment of the performance obligation, the Group assessed that it does not have control over the moulds and tooling. Accordingly, the Group does not account for such contribution as non-cash consideration received from customers.

A contract liability is the obligation to transfer goods to a customer for which the Group has received a consideration (or an amount of consideration that is due) from the customer. In certain circumstances, the Group receives advance payments from customers and the consideration received as at the end of each reporting period would be utilised within 12 months. The amount of contract liabilities is included in "Other payables".

#### Sale of completed development properties

The Group recognises sales at a point in time for the sale of completed development properties, when the control of the properties has been transferred to the purchasers, being when the properties have been completed and delivered to the customers and it is probable that the Group will collect the considerations to which it would be entitled to in exchange for the assets sold.

### 2.4 Government subsidies

Government subsidies are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis.

Government subsidies are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and the subsidies will be received. Government subsidies whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred government subsidies in the statements of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

### 2.5 Retirement benefit costs

Payments to defined contribution plans are charged as an expense as they fall due. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution plan.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 2. Summary of material accounting policies information (Continued)

### 2.5 Retirement benefit costs (Continued)

Pursuant to the relevant regulations of the People's Republic of China government, the Group participates in a local municipal government retirement benefits scheme (the "Scheme"), whereby the subsidiaries of the Company in the People's Republic of China are required to contribute a certain percentage of the basic salaries of their employees to the Scheme to fund their retirement benefits. The local municipal government undertakes to assume the retirement benefits obligations of all existing and future retired employees of the subsidiaries of the Company. The only obligation of the Group with respect to the Scheme is to pay the required contributions under the Scheme mentioned above. Contributions under the Scheme are charged to profit or loss as incurred.

### 2.6 Borrowing costs

All other borrowing costs are recognised in profit or loss in the period in which they are incurred using the effective interest method.

### 2.7 Leases

#### *Group as lessor*

When the Group is a lessor, it determines whether each lease entered is a finance or an operating lease at the lease inception date and reassessed only if there is a lease modification. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of an underlying asset. Whereas it is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset.

The Group recognises lease payments under operating leases as income on a straight-line basis over the lease term unless another systematic basis is more representative of the pattern in which benefit from the use of the underlying asset is diminished. The lease payment recognised is included as part of "Other income". Initial direct cost incurred in negotiating and arranging an operating lease are added to the carrying amount of the underlying asset and recognised as expense over the lease term on the same basis as lease income.

Any modification to an operating lease is accounted for as a new lease from the effective date of the modification, considering any prepaid or accrued lease payments relating to the original lease as part of the lease payments for the new lease.

#### *Group as lessee*

All leases are accounted for by recognising a right-of-use asset and a lease liability except for:

- leases of low value assets; and
- leases with a duration of twelve months or less.

The payments for leases of low value assets and short-term leases are recognised as an expense on a straight-line basis over the lease term.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 2. Summary of material accounting policies information (Continued)

### 2.7 Leases (Continued)

*Group as lessee (Continued)*

#### Initial measurement

Lease liabilities are measured at the present value of the contractual payments due to the lessor over the lease term, with the discount rate determined by reference to the rate inherent in the lease unless this is not readily determinable, in which case the Group's incremental borrowing rate on commencement of the lease is used.

The Group's right-of-use assets comprise land use rights acquired for own use and property relating to lease of warehouse spaces, office and residential premises and machinery with its corresponding lease liabilities are separately presented from other assets and other liabilities in the statements of financial position.

#### Subsequent measurement

The right-of-use assets under cost model are depreciated on a straight-line basis over the shorter of either the remaining lease term or the remaining useful life of the right-of-use assets. If the lease transfers ownership of the underlying asset by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise the purchase option, the right-of-use assets are amortised over the useful life of the underlying asset.

The estimated useful life of right-of-use assets are as follows:

	<b>Years</b>
Land use rights	44 to 50
Warehouse spaces	2 to 3
Office premises	2 to 3

The carrying amount of right-of-use assets are reviewed for impairment when events or changes in circumstances indicate that the right-of-use asset may be impaired. The accounting policy on impairment is as described in Note 2.11 to the financial statements.

When the Group revises its estimate of any lease term (i.e. probability of extension or termination option being exercised), it adjusts the carrying amount of the lease liability to reflect the payments over the revised term. The carrying amount of lease liabilities is similarly revised when the variable element of the future lease payment dependent on a rate or index is revised. In both cases, an equivalent adjustment is made to the carrying amount of the right-of-use assets. If the carrying amount of the right-of-use assets is reduced to zero and there is a further reduction in the measurement of lease liabilities, the remaining amount of the remeasurement is recognised directly in profit or loss.

When the Group renegotiates the contractual terms of a lease with the lessor, the accounting treatment depends on the nature of the modification:

- If the renegotiation results in one or more additional assets being leased for an amount commensurate with the standalone price for the additional right-of-use obtained, the modification is accounted for as a separate lease in accordance with the above policy;

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 2. Summary of material accounting policies information (Continued)

### 2.7 Leases (Continued)

*Group as lessee* (Continued)

Subsequent measurement (Continued)

- In all other cases where the renegotiation increases the scope of the lease (i.e. extension to the lease term, or one or more additional assets being leased), the lease liability is remeasured using the discount rate applicable on the modification date, with the right-of-use asset being adjusted by the same amount; and
- If the renegotiation results in a decrease in scope of the lease, both the carrying amount of the lease liability and right-of-use asset are reduced by the same proportion to reflect the partial or full termination of the lease with any difference being recognised in profit or loss. The lease liability is then further adjusted to ensure its carrying amount reflects the amount of the renegotiated payments over the renegotiated term, with the modified lease payments discounted at the rate applicable on the modification date. The right-of-use asset is adjusted by the same amount.

### 2.8 Taxes

Income tax expense represents the sum of the tax currently payable and deferred tax.

Deferred tax

Deferred tax is recognised on all temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at the end of each financial year and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

### 2.9 Property, plant and equipment

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

Depreciation is charged so as to write off the cost of assets after taking into account their estimated residual value of 5% to 10%, other than construction in progress, over their estimated useful lives, using the straight-line method, on the following rates per annum:

Buildings	2.25% to 2.375%
Plant and machinery	6% to 18%
Furniture, fixture and equipment	18% to 20%
Motor vehicles	18% to 19%
Leasehold improvements	20%

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 2. Summary of material accounting policies information (Continued)

### 2.9 Property, plant and equipment (Continued)

No depreciation is charged on construction in progress as they are not yet in use as at the end of the financial year.

Depreciation of these assets, on the same basis as other assets, commences when the assets are ready for their intended use.

### 2.10 Investment properties

Investment properties are properties held to earn rentals and/or for capital appreciation. On initial recognition, investment properties are measured at cost, including any directly attributable capital expenditure. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is charged so as to write off the cost of investment properties over their estimated useful lives and after taking into account of their estimated residual values, using the straight-line method over 40 to 50 years.

### 2.11 Impairment of non-financial assets

At the end of each financial year, the Group reviews the carrying amounts of its non-financial assets 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 in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

The recoverable amount of an asset or cash-generating unit is the higher of its fair value less costs to sell and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

### 2.12 Inventories

#### Properties held for sale

The cost of properties held for sale is stated at the lower of cost and net realisable value. Cost includes cost associated with the acquisition of land, all related costs incurred subsequent to the acquisition necessary to prepare the land for its intended use, related development costs to projects, direct building costs and other costs of bringing the development properties to their present location and condition.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 2. Summary of material accounting policies information (Continued)

### 2.12 Inventories (Continued)

#### Finished goods, raw materials and consumable stores

Finished goods, raw materials and consumable stores 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.

Net realisable value represents the estimated selling price less all estimated costs to completion and costs to be incurred in distribution. Where necessary, write-down is made for obsolete, slow-moving and defective inventories to adjust the carrying values of those inventories to the lower of cost and net realisable value.

### 2.13 Financial instruments

Financial assets and financial liabilities are recognised on the statements of financial position when the Group becomes a party to the contractual provisions of the instrument.

#### Financial assets

The Group classifies its financial assets under amortised cost. This depends 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. The Group's accounting policy for financial assets recognised under amortised cost 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. Interest income from these financial assets is included in interest income using the effective interest rate method.

Impairment provisions for trade receivables are recognised based on the simplified approach within SFRS(I) 9 using the provision matrix to determine 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 within administrative expenses 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. The Group considers a financial asset as default if the counterparty fails to make contractual payment within 120 days when they fall due.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 2. Summary of material accounting policies information (Continued)

### 2.13 Financial instruments (Continued)

#### **Financial assets** (Continued)

##### Amortised cost (Continued)

Impairment provisions for other receivables are recognised based on a forward-looking expected credit loss model. The methodology used to determine the amount of the provision is based on whether at each reporting date, there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not increased significantly since initial recognition of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those for which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

Trade receivables are written off when there is no reasonable expectation of recovery such as debtor is under liquidation. If the receivables are subsequently recovered, such recovery is recognised in profit or loss as "Administrative expenses".

The Group's financial assets measured at amortised cost comprise trade receivables, other receivables and prepayments (excluding advances to suppliers, value added tax and prepayments), cash and bank balances as well as fixed deposits in the statements of financial position.

##### Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

#### **Financial liabilities**

The Group classifies its financial liabilities as subsequently measured at amortised cost.

##### Trade and other payables

Trade and other payables (excluding contract liabilities and other taxes) are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, where applicable, using the effective interest method.

##### Borrowings

Borrowings are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the Group's accounting policy for borrowing costs (see Note 2.6 above).

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 2. Summary of material accounting policies information (Continued)

### 2.13 Financial instruments (Continued)

#### Financial liabilities (Continued)

##### Financial guarantee contracts

The Company has issued corporate guarantees to banks for borrowings of certain subsidiaries and these guarantees qualify as financial guarantees because the Company is required to reimburse the banks if these subsidiaries breach any repayment term.

Financial guarantee contract liabilities are measured initially at their fair values, net of transaction costs. Financial guarantee contracts are subsequently measured at the higher of:

- a) premium received on initial recognition less the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15; and
- b) the amount of loss provisions determined in accordance with SFRS(I) 9.

##### Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire. The difference between the carrying amount and the consideration paid is recognised in profit or loss.

### 2.14 Dividends

Equity dividends are recognised when they become legally payable. Interim dividends are recorded in the financial year in which they are declared for payment. Final dividends are recorded in the financial year in which dividends are approved by shareholders.

### 2.15 Cash and cash equivalents

Cash and cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. For the purpose of the consolidated statement of cash flows, cash and cash equivalents exclude any fixed deposits pledged.

## 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.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 3. Critical accounting judgements and key sources of estimation uncertainty (Continued)

### 3.1 Critical judgements made in applying the entity's accounting policies

Management is of the opinion that there are no critical judgements made in applying the accounting policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period.

### 3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty as at the end of each financial year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities and the reported amounts of revenue and expenses within the next financial year are discussed below.

(i) Impairment of property, plant and equipment and land use rights

Property, plant and equipment and land use rights are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amounts may not be recoverable.

Impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost of disposal and value-in-use. For the purposes of assessing impairment, assets are grouped at the lowest level for which there is separately identifiable cash flow (its cash generating unit or CGU). The recoverable amount of property, plant and equipment and land use rights is determined based on value-in-use, by discounting the expected future cash flows for each CGU.

The key assumptions used in the discounted cash flow forecasts are discount rate, gross profit margin and revenue growth rates. The management carried out an impairment review of property, plant and equipment and land use rights and there was no impairment loss recognised. The carrying amounts of the Group's property, plant and equipment and land use rights as at 31 December 2024 are disclosed in Note 11 and Note 14 to the financial statements, respectively.

(ii) Loss allowance for trade receivables

Management determines expected credit loss for trade receivables by considering historical loss pattern of various customers in different geographical areas and adjusted with forward-looking information by considering the available market data on the customers' country credit rating and industry growth for non-credit impaired trade receivables operating in, which are the key estimates in measuring expected credit loss. Notwithstanding the above, the Group evaluates the expected credit loss on customers in financial difficulties separately. The carrying amounts of the Group's trade receivables as at 31 December 2024 are disclosed in Note 18 to the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 3. Critical accounting judgements and key sources of estimation uncertainty (Continued)

### 3.2 Key sources of estimation uncertainty (Continued)

#### (iii) Write-down for slow-moving and obsolete inventories

Management reviews the Group's inventory levels in order to identify slow-moving and obsolete merchandise and identifies items of inventory which have a market price that is lower than its carrying amount. Management then estimates the amount of inventory loss as a write-down on inventories. Changes in demand levels, technological developments and pricing competition could affect the saleability and values of the inventory which could then consequentially impact the Group's results, cash flows and financial position. The carrying amounts of the Group's inventories as at 31 December 2024 are disclosed in Note 17 to the financial statements.

#### (iv) Recognition of deferred tax assets and liabilities

The Group recognises deferred tax assets for unutilised tax losses and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which these tax benefits can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the timing and level of future taxable profits together with future tax planning strategies.

Deferred tax liabilities are recognised based on their best estimates of the likely taxes due. This includes the determination of estimated unremitted earnings for dividend distribution on which deferred tax liability is to be provide for. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax positions in the period in which such determination is made.

The carrying amounts of the Group's deferred tax assets and deferred tax liabilities as at 31 December 2024 are disclosed in Note 16 to the financial statements.

## 4. Going concern basis

As at 31 December 2024, the Company's current liabilities exceeded its current assets by RMB38,189,040 (2023: RMB26,605,343), which mainly comprised of amount due to subsidiaries amounted RMB38,219,330 (2023: RMB27,076,900). Management is of the view of the Company has the ability to continue as a going concern on the basis that the Company has obtained written undertakings from its subsidiaries to provide continuing financial support to the Company to enable it to pay its debts as and when they fall due.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 5. Revenue

### Disaggregation of revenue

The Group has disaggregated revenue into various categorical in the following table:

Segments	Rigid packaging		Flexible packaging		Property development		Total	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB	2024 RMB	2023 RMB	2024 RMB	2023 RMB
<u>Primary geographical markets</u>								
The People's Republic of China ("The PRC")	438,667,541	403,589,353	192,819,292	197,149,517	-	32,079,486	631,486,833	632,818,356
Australia	19,634,793	19,481,747	-	-	-	-	19,634,793	19,481,747
Philippines	10,351,595	10,228,458	-	-	-	-	10,351,595	10,228,458
Thailand	148,020	294,823	13,676,724	14,104,563	-	-	13,824,744	14,399,386
Other regions	4,650,790	6,843,172	7,967,905	7,789,459	-	-	12,618,695	14,632,631
	<b>473,452,739</b>	<b>440,437,553</b>	<b>214,463,921</b>	<b>219,043,539</b>	<b>-</b>	<b>32,079,486</b>	<b>687,916,660</b>	<b>691,560,578</b>

The Group has derived the revenue from the transfer of goods at point in time.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 6. Other income

	Group	
	2024	2023
	RMB	RMB
Amortisation of deferred government subsidies related to assets*	1,138,959	1,138,961
Gain on derecognition of lease	-	4,018
Government subsidies related to expenditure	4,826,814	4,243,831
Interest income - bank deposits	319,491	323,639
Miscellaneous income**	2,349,934	1,460,313
Rental income - Investment properties	187,682	205,064
Rental income - Office premises	1,033,349	1,028,177
Service income***	5,098,695	3,942,433
Others	-	146,292
	14,954,924	12,492,728

\* Various government subsidies have been received mainly from the PRC government for the Group's business conducted in those areas. There are no unfulfilled conditions or contingencies related to these subsidies.

\*\* Miscellaneous income consisted of sale of samples, raw materials and packing materials.

\*\*\* Service income pertained to the fee earned from the introduction of mould production services to the Group's customers.

## 7. Finance costs

	Group	
	2024	2023
	RMB	RMB
Interest expenses:		
- borrowings	20,681,757	21,352,777
- lease liabilities (Note 25)	96,093	153,007
	20,777,850	21,505,784

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 8. Loss before income tax

The above is arrived at after charging/(crediting):

	Group	
	2024	2023
	RMB	RMB
<u>Cost of sales</u>		
Cost of inventories recognised as an expense	410,035,217	422,722,043
Amortisation of right-of-use assets	1,577,155	1,580,895
Depreciation of property, plant and equipment	45,403,371	49,128,275
Direct labour costs		
- direct wages	66,960,040	64,518,997
- contributions to defined contribution plans	10,414,912	9,748,228
Write-down/(Write-back) of slow-moving and obsolete inventories	17,635	(254,002)
<u>Distribution expenses</u>		
Advertisement and promotional expenses	255,106	233,088
Depreciation of property, plant and equipment	36,750	27,911
Employee benefits expense		
- salaries, bonuses and allowances	5,184,122	4,203,746
- contributions to defined contribution plans	560,627	415,378
- staff welfare	3,756	2,608
Entertainment expenses	2,691,236	2,882,890
Lease expenses on low value and short-term leases	-	47,092
Transportation costs	32,069,485	29,193,572
Travelling and accommodation expenses	902,640	975,635
Storage fee	3,101,039	3,720,819
Upkeep of motor vehicles expenses	523,421	461,330

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 8. Loss before income tax (Continued)

The above is arrived at after charging/(crediting): (Continued)

	Group	
	2024	2023
	RMB	RMB
<u>Administrative expenses</u>		
Loss allowance made/(reversal) on trade receivables	166,455	(33,343)
Amortisation of land use rights	1,078,278	1,078,280
Amortisation of right-of-use assets	768,783	918,208
Audit fee		
- auditors of the Company	614,272	599,592
- other auditors	490,324	498,011
Non-audit fee		
(i) Audit-related services ("ARS")		
- other auditors	5,000	-
(ii) Non-ARS		
- auditors of the Company	18,695	16,132
- other auditors	7,000	9,000
Bank charges	366,039	865,908
Depreciation of investment properties	2,166,254	2,046,945
Depreciation of property, plant and equipment	5,308,283	4,843,800
Directors' remuneration <sup>(1)</sup>		
- Directors' fees	655,763	665,445
- salaries, bonuses and allowances	3,818,695	3,727,878
- contributions to defined contribution plans	39,228	45,790
Duty and tax	5,560,500	6,695,769
Employee benefits expense <sup>(1)</sup>		
- salaries, bonuses and allowances	28,938,300	29,582,527
- contributions to defined contribution plans	3,346,748	3,325,335
- other related costs	1,073,242	529,422
Loss on disposal of property, plant and equipment	374,493	268,194
Property, plant and equipment written off	384,461	-
Office repairs and maintenance expenses	180,132	147,296
R&D expenditure	14,753,490	13,921,578
Telephone and fax charges	844,591	822,463
Travelling and accommodation expenses	1,343,020	1,030,901
Entertainment expense	2,422,863	2,338,800
Foreign exchange loss, net	323,914	214,772

(1) The remuneration of directors and key management personnel is disclosed in Note 36 to the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 9. Income tax expense/(credits)

	Group	
	2024 RMB	2023 RMB
Current income tax		
- current financial year	347,777	944,691
- under provision in prior financial years	19	-
Withholding tax	-	934,000
	347,796	1,878,691
Deferred tax		
- current financial year	413,349	(2,222,766)
- prior financial years	7,096,373	-
	7,509,722	(2,222,766)
Total income tax expense/(credits)	7,857,518	(344,075)

Subsidiaries of the Group which are incorporated in the PRC are awarded the status of a High Technology Enterprise and enjoy a concessionary tax rate of 15% on its profits. Southern (HK) Packaging Company Limited, a subsidiary incorporated in Hong Kong is subject to Hong Kong income tax of 8.25% to 16.50% (2023: 8.25% to 16.50%) and the Company is subject to Singapore tax rate of 17% (2023: 17%).

The income tax expense varies from the amount of income tax expense determined by applying the applicable income tax rate of 17% (2023: 17%) to loss before income tax and resulting in the following differences:

	Group	
	2024 RMB	2023 RMB
Loss before income tax	(11,037,074)	(13,854,970)
Applicable tax rate of 17% (2023: 17%)	(1,876,303)	(2,355,345)
Tax effect of expenses that are not deductible in determining taxable profit	2,796,335	2,655,563
Tax effect of income that is not taxable in determining taxable profit	119,488	(312,149)
Enhanced tax deductions	(1,360,266)	(1,453,419)
Effect of different tax rates on overseas operations	(56,137)	187,275
Under provision of tax in prior financial years	19	-
Over recognition of deferred tax asset	7,096,373	-
Deferred tax not recognised	1,138,009	-
Withholding tax	-	934,000
Income tax expense/(credits) for the financial year	7,857,518	(344,075)

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 10. Loss per share

The calculation for basic earnings per share is based on the loss for the financial year attributable to owners of the parent divided by the number of ordinary shares.

	Group	
	2024	2023
The calculation of basic earnings per share is based on: Loss for the financial year attributable to owners of the parent (RMB)	<u>(18,894,592)</u>	<u>(13,510,895)</u>
Number of actual ordinary shares	<u>70,319,164</u>	<u>70,319,164</u>
Loss per share (RMB cents) - basic earnings per share	<u>(26.87)</u>	<u>(19.21)</u>

As the Company has no dilutive potential ordinary shares, the diluted loss per share is equivalent to basic earnings per share.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 11. Property, plant and equipment

Group Cost	Buildings RMB	Plant and machinery RMB	Furniture, fixture and equipment RMB	Motor vehicles RMB	Leasehold improvements RMB	Construction in progress RMB	Total RMB
Balance as at 1 January 2024	311,231,994	555,641,446	286,655,730	10,164,806	369,233	8,214,524	1,172,277,733
Additions	46,146	2,397,206	4,888,492	48,053	-	3,373,320	10,753,217
Disposals	-	(11,748,840)	-	-	-	-	(11,748,840)
Written off	-	(3,803,889)	(30,226)	-	-	-	(3,834,115)
Reclassifications	-	8,417,945	36,861	6,814	-	(8,461,620)	-
Currency translation differences	-	-	2,629	-	8,068	-	10,697
Balance as at 31 December 2024	311,278,140	550,903,868	291,553,486	10,219,673	377,301	3,126,224	1,167,458,692
<b>Accumulated depreciation</b>							
Balance as at 1 January 2024	114,091,926	403,179,464	249,813,328	9,006,023	369,233	-	776,459,974
Depreciation for the financial year	11,528,107	27,301,471	11,769,732	149,094	-	-	50,748,404
Disposals	-	(10,933,012)	-	-	-	-	(10,933,012)
Written off	-	(3,423,500)	(26,154)	-	-	-	(3,449,654)
Currency translation differences	-	-	2,496	-	8,068	-	10,564
Balance as at 31 December 2024	125,620,033	416,124,423	261,559,402	9,155,117	377,301	-	812,836,276
<b>Accumulated impairment loss</b>							
Balance as at 1 January 2024 and 31 December 2024	-	182,482	28,245	-	-	-	210,727
<b>Carrying amount</b>							
Balance as at 31 December 2024	185,658,107	134,596,963	29,965,839	1,064,556	-	3,126,224	354,411,689

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 11. Property, plant and equipment (Continued)

Group	Buildings RMB	Plant and machinery RMB	Furniture, fixture and equipment RMB	Motor vehicles RMB	Leasehold improvements RMB	Construction in progress RMB	Total RMB
<b>Cost</b>							
Balance as at 1 January 2023	309,763,825	542,716,357	279,310,890	10,974,728	363,977	19,519,089	1,162,648,866
Additions	113,684	837,273	4,233,630	141,150	-	5,815,583	11,141,320
Disposals	-	(991,129)	(3,761)	(990,630)	-	-	(1,985,520)
Reclassifications	1,354,485	13,078,945	2,647,160	39,558	-	(17,120,148)	-
Transfer from investment properties (Note 12)	-	-	466,155	-	-	-	466,155
Currency translation differences	-	-	1,656	-	5,256	-	6,912
Balance as at 31 December 2023	311,231,994	555,641,446	286,655,730	10,164,806	369,233	8,214,524	1,172,277,733
<b>Accumulated depreciation</b>							
Balance as at 1 January 2023	102,459,551	374,254,852	237,248,837	9,756,127	363,977	-	724,083,344
Depreciation for the financial year	11,632,375	29,670,940	12,555,208	141,463	-	-	53,999,986
Transfer from investment properties (Note 12)	-	-	11,070	-	-	-	11,070
Disposals	-	(746,328)	(3,384)	(891,567)	-	-	(1,641,279)
Currency translation differences	-	-	1,597	-	5,256	-	6,853
Balance as at 31 December 2023	114,091,926	403,179,464	249,813,328	9,006,023	369,233	-	776,459,974
<b>Accumulated impairment loss</b>							
Balance as at 1 January 2023 and 31 December 2023	-	182,482	28,245	-	-	-	210,727
<b>Carrying amount</b>							
Balance as at 31 December 2023	197,140,068	152,279,500	36,814,157	1,158,783	-	8,214,524	395,607,032

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 11. Property, plant and equipment (Continued)

The Group has pledged buildings and plant and machinery with carrying amounts of RMB114,966,309 (2023: RMB122,534,925) and RMB31,243,855 (2023: RMB15,695,780) respectively to secure banking facilities granted to the Group (Note 26).

The Group had sub-let a small portion of its building to earn rental income. Management has assessed that the leased portion to be insignificant.

### Impairment assessment of property, plant and equipment

During the financial year ended 31 December 2024, the Group carried out a review of the recoverable amount of its property, plant and equipment and land use rights (Note 14) as a cash generating unit ("CGU") due to indications of impairment. The recoverable amount of the property, plant and equipment and land use rights with indications of impairment has been determined based on its value-in-use calculations using the following key assumptions:

	Group	
	2024	2023
	%	%
Revenue growth rates	1.5 - 5	1 - 7
Gross profit margin	18	18
Discount rate	10.18	10.2

Revenue growth rates – the forecasted growth rates are based on management’s expectations with reference to the historical performance as well as market outlook.

Gross profit margin – the forecasted profit margin is based on past experience and future expectations in the light of anticipated economic and market conditions.

Discount rate - management estimates the discount rate using pre-tax rates that reflect current market assessment of the time value of money and the risks specific to the CGU.

### *Sensitivity analysis*

As at the current reporting date, based on management’s assessment of the CGU, any reasonably possible change to the key assumptions applied is not likely to cause the recoverable amounts to be below the carrying amounts of the remaining CGU.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 12. Investment properties

	Group	
	RMB 2024	RMB 2023
<b>Cost</b>		
Balance as at 1 January	96,211,470	96,677,625
Transferred to property, plant and equipment (Note 11)	–	(466,155)
Balance as at 31 December	96,211,470	96,211,470
<b>Accumulated depreciation</b>		
Balance as at 1 January	4,696,436	2,660,561
Depreciation for the financial year	2,166,254	2,046,945
Transferred to property, plant and equipment (Note 11)	–	(11,070)
Balance as at 31 December	6,862,690	4,696,436
<b>Carrying amount</b>		
Balance as at 31 December	89,348,780	91,515,034
<b>Fair value</b>		
Level 3	116,127,226	137,511,587

At the balance sheet date, the details of the Group's investment properties are as follows:

Location	Description	Tenure
No. 9 Foping Four Road, Sixth and Seventh floor, Gui Cheng, Nanhai, Foshan City, Guangdong 528251, the PRC.	308 sqm office	50-year leases ending on 21 September 2045
Apex Tower, No. 1 Huandao South Road, Guicheng Street, Nanhai district Foshan City, Guangdong 528251, the PRC.	23,432 sqm of commercial units and carparks	40-year leases ending on 7 November 2062

The Group's has pledged certain investment properties with a carrying amount of RMB89,005,403 (2023: RMB91,152,987) to secure banking facilities granted to the Group (Note 26).

### Valuation techniques and assumptions

The investment properties were valued by independent professional valuers at each reporting date who hold a recognised and relevant professional qualification and have recent experience in the location and category of the properties.

The valuations of the investment properties were arrived at using the average of both direct comparison approach and income approach.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 12. Investment properties (Continued)

### Valuation techniques and assumptions (Continued)

Direct comparison approach makes reference to the comparable sales evidence in the relevant locality with adjustments made to reflect the differences in size, location, condition, prevailing market conditions and all other relevant factors affecting its use. The major inputs into the valuation model were the price per square metre and size of the properties.

Income approach is based on capitalisation of net rental income derived from the existing tenancies with due allowances for revisionary income potential of the property or by reference to comparable market transactions. The major inputs into the valuation model were the capitalisation rate, occupancy details and estimated rental per square metre of gross/net lettable area.

The valuations were based on the respective property's highest and best use. The management of the Group oversees the Group's financial reporting valuation process and is responsible for setting and documenting the Group's valuation policies and procedures.

Management is responsible for selecting and engaging valuation experts that possess the relevant credentials and knowledge on the subject of valuation, valuation methodologies, and SFRS(I) 13 Fair Value Measurement guidance.

For valuations performed by external valuation experts, the management reviews the appropriateness of the valuation methodologies and assumptions adopted. The management also evaluates the appropriateness and reliability of the inputs used in the valuations.

Rental income generated and direct operating expenses incurred on investment properties are as follows:

	<b>Group</b>	
	<b>2024</b>	<b>2023</b>
	<b>RMB</b>	<b>RMB</b>
Rental income arising from investment properties	187,682	205,064
Direct operating expenses (including repairs and maintenance)		
- investment properties that generate income	18,671	18,671
- investment properties that do not generate income	2,147,583	2,028,273
	<hr/>	<hr/>

## 13. Investments in subsidiaries

	<b>Company</b>	
	<b>2024</b>	<b>2023</b>
	<b>RMB</b>	<b>RMB</b>
Unquoted equity contribution/shares, at cost	456,236,365	456,236,365
Deemed investment arising from the issuance of financial guarantees	9,696,560	9,696,560
	<hr/>	<hr/>
	465,932,925	465,932,925

The deemed investment pertains to the fair value of financial guarantee contracts in respect of corporate guarantees granted by the Company for bank loans obtained by certain subsidiaries in prior years and the related financial guarantees recognised in other payables which have been fully amortised in the prior financial years.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 13. Investments in subsidiaries (Continued)

Details of the subsidiaries as at 31 December 2024 are as follows:

Name of subsidiary	Country of incorporation (or registration) and place of business	Effective equity interest held by the Group		Principal activities
		2024	2023	
		%	%	
Foshan Nanxin Packaging Co., Ltd. <sup>(1)</sup>	The People's Republic of China	100	100	Trading and manufacturing of packaging products for foodstuff, medical and cosmetic industries and engaged in sub-contract processing business
Foshan Southern Packaging Co., Ltd. <sup>(1)</sup>	The People's Republic of China	100	100	Trading and manufacturing of packaging products for foodstuff, medical and cosmetic products, and property development
Southern Packaging (Jiangsu) Co., Ltd. <sup>(2)</sup>	The People's Republic of China	100	100	Trading and manufacturing of packaging products for foodstuff, medical and cosmetic products
Southern (HK) Packaging Company Limited <sup>(2)</sup>	Hong Kong	100	100	Trading of packaging products for foodstuff, medical and cosmetic products

(1) Audited by BDO China Shu Lun Pan Certified Public Accountants LLP, a member firm of BDO International Limited.

(2) Audited by BDO China Shu Lun Pan Certified Public Accountants LLP, a member firm of BDO International Limited for consolidation purpose.

### Significant restrictions

As at 31 December 2024, cash and bank balances and fixed deposits amounted to RMB62,202,462 (2023: RMB77,437,097) held in the PRC are subject to local exchange control regulations. These regulations place restrictions on exporting capital out of the country other than through dividends and thus significantly affect the Company's ability to access or use assets, and settle liabilities, of the Group.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 14. Land use rights

	Group	
	2024 RMB	2023 RMB
<b>Cost</b>		
Balance as at 1 January and 31 December	52,322,992	52,322,992
<b>Accumulated amortisation</b>		
Balance as at 1 January	15,844,855	14,766,575
Amortisation for the financial year	1,078,278	1,078,280
Balance as at 31 December	16,923,133	15,844,855
<b>Carrying amount</b>		
Balance as at 31 December	35,399,859	36,478,137

Land use rights represent up-front payments to acquire long-term interest in the usage of land in the PRC.

Land use rights are amortised on a straight-line basis over the lease term of 44 to 50 years (ranging between the year 1995 to year 2064) as stated in the relevant land use right certificates granted for usage by the respective subsidiaries in the PRC.

The Group has pledged certain of its land use rights with carrying amount of RMB27,193,465 (2023: RMB28,024,375) to secure banking facilities granted to the Group (Note 26).

Amortisation expenses have been included in "Administrative expenses" line item of profit or loss.

### Impairment assessment of land use rights

During the financial year ended 31 December 2024, the Group carried out a review of the recoverable amount of its land use rights and property, plant and equipment as a cash generating unit due to indications of impairment. The details are disclosed in Note 11 to the financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 15. Right-of-use assets

	Warehouse spaces RMB	Office premises RMB	Total RMB
<b>Group</b>			
<b>Cost</b>			
Balance as at 1 January 2024	9,255,326	5,323,282	14,578,608
Modifications	1,540,663	-	1,540,663
Currency translation difference	-	116,311	116,311
Balance as at 31 December 2024	10,795,989	5,439,593	16,235,582
<b>Accumulated amortisation</b>			
Balance as at 1 January 2024	7,678,171	3,792,810	11,470,981
Amortisation for the financial year	1,577,155	768,783	2,345,938
Currency translation difference	-	96,044	96,044
Balance as at 31 December 2024	9,255,326	4,657,637	13,912,963
<b>Carrying amount</b>			
Balance as at 31 December 2024	1,540,663	781,956	2,322,619

	Warehouse spaces RMB	Office premises RMB	Residential premises RMB	Total RMB
<b>Group</b>				
<b>Cost</b>				
Balance as at 1 January 2023	7,678,171	3,786,266	1,309,553	12,773,990
Modifications	1,577,155	1,472,034	-	3,049,189
Derecognition	-	-	(1,309,553)	(1,309,553)
Currency translation difference	-	64,982	-	64,982
Balance as at 31 December 2023	9,255,326	5,323,282	-	14,578,608
<b>Accumulated amortisation</b>				
Balance as at 1 January 2023	6,097,276	2,984,476	1,065,149	10,146,901
Amortisation for the financial year	1,580,895	759,916	158,292	2,499,103
Derecognition	-	-	(1,223,441)	(1,223,441)
Currency translation difference	-	48,418	-	48,418
Balance as at 31 December 2023	7,678,171	3,792,810	-	11,470,981
<b>Carrying amount</b>				
Balance as at 31 December 2023	1,577,155	1,530,472	-	3,107,627

The Group leases warehouse spaces for the purpose of its manufacturing operations. The Group also leases office and residential premises for the purpose of back-office operations and staff occupancy.

There are no externally imposed covenants on these lease arrangements.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 16. Deferred tax assets/(liabilities)

	Group	
	2024 RMB	2023 RMB
Deferred tax assets	10,920,777	18,430,499
Deferred tax liabilities	(1,000,000)	(1,000,000)

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

	Deferred tax assets				Deferred tax liabilities	
	Provisions RMB	Deferred government subsidies RMB	Land use rights RMB	Tax losses RMB	Total RMB	Undistributed earnings of subsidiaries RMB
<b>Group</b>						
Balance as at 1 January 2024	237,216	1,333,207	(2,240,984)	19,101,060	18,430,499	(1,000,000)
Credited/(Charged) to profit or loss	27,613	(511,240)	-	(7,026,095)	(7,509,722)	-
Balance as at 31 December 2024	264,829	821,967	(2,240,984)	12,074,965	10,920,777	(1,000,000)
Balance as at 1 January 2023	280,319	1,484,709	(2,394,148)	16,836,853	16,207,733	(1,000,000)
(Charged)/Credited to profit or loss	(43,103)	(151,502)	153,164	2,264,207	2,222,766	-
Balance as at 31 December 2023	237,216	1,333,207	(2,240,984)	19,101,060	18,430,499	(1,000,000)

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same taxation authority.

Deferred tax benefits have not been recognised in respect of the following items:

	Group	
	2024 RMB	2023 RMB
Unutilised tax losses	112,436,643	8,373,368
Amortisation of deferred government subsidies	2,398,252	-
	114,834,895	8,373,368

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 16. Deferred tax assets/(liabilities) (Continued)

### Unutilised tax losses

No deferred tax asset has been recognised in respect of the remaining unutilised tax losses of RMB112,436,643 (2023: RMB8,373,368) due to the unpredictability of profit streams. The expiry dates for the remaining tax losses arising in certain foreign tax jurisdictions are as follows:

Year incurred	Year of expiry	Group	
		2024 RMB	2023 RMB
2016	2026	10,229,803	-
2018	2028	9,492,695	-
2019	2029	4,069,244	-
2020	2024	25,908	25,908
2020	2030	5,099,688	-
2021	2025	28,943	28,943
2021	2031	5,125,834	-
2022	2026	32,549	32,549
2022	2032	41,617,126	8,285,968
2023	2033	28,109,078	-
2024	2034	8,605,775	-
		<u>112,436,643</u>	<u>8,373,368</u>

### **Deferred tax liabilities**

#### Undistributed profits

Deferred tax liabilities arising from the aggregate amount of temporary differences associated with undistributed earnings of certain subsidiaries for which is estimated by the management to be distributed in the future.

As at 31 December 2024, total unremitted earnings of certain subsidiaries in the PRC amounted to RMB42,370,830 (2023: RMB49,203,564). Management estimates that not more than 50% (2023: 50%) of these unremitted earnings will be distributed as dividends in the foreseeable future. Hence, as at 31 December 2024, a deferred tax liability of RMB1,000,000 (2023: RMB1,000,000) was recognised on the withholding tax and other taxation that would be payable. No deferred tax liability was recognised on unremitted earnings amounting to RMB41,516,427 (2023: RMB45,466,086) as the Group is in a position to control the dividend policies of these subsidiaries and it is probable that these earnings will not be distributed in the foreseeable future.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 17. Inventories

	Group	
	2024 RMB	2023 RMB
Raw materials and consumables	41,939,271	39,096,588
Work in progress	5,203,158	6,364,866
Finished goods	32,595,799	40,375,307
Goods in transit	-	1,237,888
Properties held for sale	275,754,919	275,754,919
	355,493,147	362,829,568

During the financial year, the Group carried out a review of the net realisable value of its inventories which led to the write-down of inventories by RMB17,635 (2023: write-back of slow moving and obsolete inventories by RMB254,002) which was recognised in "Cost of sales" in profit or loss.

Properties held for sale with carrying amounts of RMB134,849,672 (2023: RMB134,849,672) are held as security by way of a floating charge for certain of the Group's borrowings (Note 26).

### Properties held for sale

The properties held for sale refer to Apex Tower, comprised of office units and commercial shop lots in two industrial buildings located in Nanhai District, Foshan.

## 18. Trade receivables

	Group	
	2024 RMB	2023 RMB
Trade receivables		
- third parties	104,398,786	102,896,173
Bills receivables	14,204,509	15,885,622
Unbilled receivables	35,075,600	34,781,090
	153,678,895	153,562,885
Less: Loss allowance on trade receivables – third parties	(827,302)	(660,847)
	152,851,593	152,902,038

The trade amounts due from third parties are unsecured, interest-free and repayable within the normal credit terms of 7 to 120 days (2023: 7 to 120 days), in cash.

Bills receivables are unsecured, non-interest bearing and recoverable within 90 to 184 days (2023: 90 to 184 days).

The unbilled receivables mainly relate to the control of goods transferred to the customers but not yet to bill at reporting date.

Before accepting any new customer, the Group assesses the potential customer's credit quality and defines credit limit by each customer.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 18. Trade receivables (Continued)

The Group determines expected credit losses on trade receivables from third parties by making individual assessment of expected credit loss for long overdue trade receivables and using a provision matrix for remaining trade receivables that is based on its historical credit loss experience, past due status of the trade receivables and adjusted with forward looking information by considering the available market data on the customers' country credit rating and industry growth for non-credit impaired trade receivables operating in, as appropriate. Management takes into account historical provision trend and other relevant factors.

The following table provides information about the exposure to credit risk and expected credit loss for third parties trade receivables as at 31 December 2024 and 31 December 2023.

	Gross carrying amount RMB	Loss allowance RMB	Credit impaired
<b>Group</b>			
<b>2024</b>			
Not past due	143,397,348	-	No
<90 days past due	6,492,047	-	No
91 to 180 days past due	1,441,574	-	No
181 to 365 days past due	1,436,495	(334,001)	Yes
>365 days past due	911,431	(493,301)	Yes
	<u>153,678,895</u>	<u>(827,302)</u>	
<b>2023</b>			
Not past due	111,120,140	-	No
<90 days past due	29,678,316	-	No
91 to 180 days past due	10,694,134	-	No
181 to 365 days past due	1,286,814	(220,893)	Yes
>365 days past due	783,481	(439,954)	Yes
	<u>153,562,885</u>	<u>(660,847)</u>	

The loss allowance of RMB827,302 (2023: RMB660,847) is related to credit-impaired balances from customers who are not likely to repay the outstanding balances mainly due to economic circumstances or who has defaulted in payment terms.

Management believes that no impairment allowance is necessary for the remaining trade receivables as these are substantially companies with good collection track record and no recent history of default, hence the expected credit loss is not material.

The Group does not hold any collateral over these balances.

Movement in the loss allowance for credit impaired trade receivables is as follows:

	Group	
	2024 RMB	2023 RMB
Balance as at the beginning of the financial year	660,847	694,190
Loss allowance made/(reversed) during the financial year	166,455	(33,343)
Balance as at the end of the financial year	<u>827,302</u>	<u>660,847</u>

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 18. Trade receivables (Continued)

The Group's trade receivables that are not denominated in the functional currencies of the respective entities are as follows:

	Group	
	2024 RMB	2023 RMB
Denominated in:		
Renminbi	2,839,476	4,418,658
Hong Kong dollar	5,518,376	-
United States dollar	16,143,754	11,055,044
	16,143,754	11,055,044

## 19. Other receivables and prepayments

	Group		Company	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
Other receivables				
- third parties	7,093,647	8,331,433	16,344	16,515
- subsidiaries	-	-	-	1,290,103
	7,093,647	8,331,433	16,344	1,306,618
Advances to suppliers	25,130,166	24,655,183	-	-
Refundable deposits	2,539,973	2,127,973	-	-
Value added tax	5,922,203	7,353,260	-	-
Prepayments	735,006	391,863	-	-
Other receivables and prepayments	41,420,995	42,859,712	16,344	1,306,618
<i>Add:</i>				
Trade receivables (Note 18)	152,851,593	152,902,038	-	-
Cash and bank balances (Note 20)	62,421,764	90,219,566	1,384,950	995,002
Fixed deposits (Note 21)	10,741,333	1,441,000	-	-
<i>Less:</i>				
Advances to suppliers	(25,130,166)	(24,655,183)	-	-
Value added tax	(5,922,203)	(7,353,260)	-	-
Prepayments	(735,006)	(391,863)	-	-
Financial assets at amortised cost	235,648,310	255,022,010	1,401,294	2,301,620

Other receivables due from third parties are unsecured, non-interest bearing and repayable on demand.

Other receivables due from the subsidiaries are unsecured, non-interest bearing and repayable on demand.

The advances to suppliers are unsecured, non-interest bearing and are expected to be utilised within twelve months from the end of the financial year.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 19. Other receivables and prepayments (Continued)

The Group's and the Company's other receivables and prepayments (excluding advances to suppliers, value added tax and prepayments) that are not denominated in the functional currencies of the respective entities are as follows:

	Group		Company	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
Denominated in:				
Singapore dollar	16,344	16,515	16,344	16,515

## 20. Cash and bank balances

	Group		Company	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
Cash and bank balances, representing cash and cash equivalents in consolidated statement of cash flows	62,421,764	90,219,566	1,384,950	995,002

Cash at banks earns interest of 0.05% to 0.20% (2023: 0.05% to 0.20%) per annum.

The Group's cash and bank balances that are not denominated in the functional currencies of the respective entities are as follows:

	Group		Company	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
Denominated in:				
Euro	14,548	15,192	-	-
Japanese yen	1	1	-	-
Hong Kong dollar	778,292	765,216	76,248	77,054
Renminbi	995,960	3,187,635	6,823	-
Singapore dollar	1,216,594	826,445	1,216,594	826,445
United States dollar	7,934,319	8,929,701	85,285	84,684

## 21. Fixed deposits

	Group	
	2024 RMB	2023 RMB
Fixed deposits:		
- pledged	10,741,333	1,441,000
	10,741,333	1,441,000

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 21. Fixed deposits (Continued)

The Group had pledged its fixed deposits to secure borrowings (Note 26).

The fixed deposits earn an interest of 1.3% (2023: 1.3%) per annum and for a tenure of approximately 183 days (2023: 183 days).

The Group's fixed deposits are denominated in the functional currencies of the respective entities.

## 22. Share capital

	Group and Company			
	2024	2023	2024	2023
	Number of ordinary shares		RMB	RMB
<u>Issued and paid up</u>				
Balance as at the beginning and end of the financial year	70,319,164	70,319,164	230,592,765	230,592,765

The Company has one class of ordinary shares which carries no right to fixed income. The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares have no par value and carry one vote per share without restriction.

## 23. Reserves

	Group	
	2024	2023
	RMB	RMB
Capital contribution	12,638,812	12,638,812
Statutory reserve	64,124,500	64,124,500
Foreign currency translation account	(843,941)	(1,007,899)
	<u>75,919,371</u>	<u>75,755,413</u>

### Capital contribution

Capital contribution represents contribution from a controlling shareholder in connection with the acquisition of an associate.

In 2011, the capital contribution arising from the sale of land by an associate to a controlling shareholder represents the excess of the consideration received over the fair value of the net assets disposed. The contribution is recorded as a capital contribution to the Group. The management has considered that it has been the shareholder's intention for the excess consideration to be a gift to the Group, and hence, management is satisfied that this excess consideration represents a capital contribution to the Group by the controlling shareholder.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 23. Reserves (Continued)

### Statutory reserve

In accordance with the relevant laws and regulations of the PRC, the subsidiaries established in the PRC are required to transfer at least 10% of its profits after income tax determined in accordance with the accounting regulations in the PRC to the statutory reserve until the reserve balance reaches 50% of the respective registered capital of the PRC subsidiaries. Such reserve may be used to reduce any losses incurred or for capitalisation as paid-up capital of the PRC subsidiaries. The statutory reserve is not available for distribution.

### Foreign currency translation account

The foreign currency translation account comprises foreign exchange differences arising from the translation of the financial statements of the foreign operation of the Group whose functional currency is different from the Group's presentation currency.

## 24. Deferred government subsidies

	Group	
	2024	2023
	RMB	RMB
Balance as at the beginning of the financial year	9,434,453	10,573,414
Recognised as income during the financial year (Note 6)	(1,138,959)	(1,138,961)
Balance as at the end of the financial year	8,295,494	9,434,453
Portion classified as current liabilities	(1,138,959)	(1,138,959)
Portion classified as non-current liabilities	7,156,535	8,295,494

The Group received subsidies from the PRC government for the purchase of land use rights and plant and machinery. The subsidies are recognised over the duration of the useful lives of the land use rights and plant and machinery. The carrying amounts of the subsidies as at 31 December 2024 arising from the purchase of land use rights and plant and machinery were RMB5,063,478 (2023: RMB5,203,712) and RMB3,232,016 (2023: RMB4,230,741) respectively.

## 25. Lease liabilities

	Group	
	2024	2023
	RMB	RMB
Balance as at the beginning of the financial year	3,162,762	2,621,248
Lease modifications	1,540,663	3,049,189
Derecognition	-	(90,130)
Interest expense (Note 7)	96,093	153,007
Lease payments		
- principal portion	(2,352,974)	(2,434,659)
- interest portion	(96,093)	(153,007)
	(2,449,067)	(2,587,666)
Currency translation differences	21,351	17,114
Balance as at the end of the financial year	2,371,802	3,162,762

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 25. Lease liabilities (Continued)

The maturity analysis of lease liabilities of the Group at each reporting date are as follows:

	Group	
	2024	2023
	RMB	RMB
Contractual undiscounted cash flows		
- not later than one year	2,426,244	2,445,190
- between one year and two years	-	836,459
	2,426,244	3,281,649
Less: Future interest expense	(54,442)	(118,887)
Present value of lease liabilities	2,371,802	3,162,762
Presented in statements of financial position		
- Current	2,371,802	2,349,395
- Non-current	-	813,367
	2,371,802	3,162,762

The Group leases warehouse spaces and office premises with fixed payments over the lease terms with no extension options.

The incremental borrowing rates applied to lease liabilities range from 4.35% to 5.20% (2023: 4.35% to 5.20%) per annum.

Total cash outflow for all the leases was RMB2,449,067 (2023: RMB2,634,758).

The Group's lease liabilities are denominated in the functional currencies of the respective entities.

## 26. Borrowings

	Group	
	2024	2023
	RMB	RMB
Bank borrowings		
- Bank A	149,061,424	139,878,372
- Bank B	83,087,000	95,123,532
- Bank C	-	19,645,805
- Bank D	86,600,000	94,400,000
- Bank E	35,000,000	35,000,000
- Bank F	-	3,403,880
- Bank G	30,000,000	30,000,000
	383,748,424	417,451,589
Third party	12,521,412	-
	396,269,836	417,451,589
Less: Amounts due for settlement within 12 months (shown under current liabilities)	(349,270,786)	(329,844,630)
Amounts due for settlement after 12 months	46,999,050	87,606,959

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 26. Borrowings (Continued)

The borrowings have average effective interest rates ranging from 3.05% to 5.90% (2023: 3.00% to 7.84%) per annum with maturity dates ranging from 10 January 2025 to 18 January 2028 (2023: 8 January 2024 to 18 January 2028).

Borrowings of RMB321.4 million (2023: RMB279.3 million) are arranged at fixed interest rates ranging from 3.05% to 5.90% (2023: 3% to 5.90%) per annum. At reporting date, the carrying amount of non-current borrowings with fixed interest rates approximate to its fair value. Other borrowings of RMB74.9 million (2023: RMB138.2 million) are arranged at floating rates based on prevailing interbank rate in the PRC, thus exposing the Group to interest rate risk.

The Group has borrowings as follows:

- a) Borrowings obtained from Bank A amounting to RMB149.1 million (2023: RMB102.9 million) are secured by a charge over certain of the Group's property, plant and equipment, land use rights and supported by individual guarantee by a director/shareholder of the Company and a subsidiary. The remaining borrowings in the previous year obtained from Bank A amounting to RMB36.9 million were construction loans in relation to Apex Tower secured by a charge over certain portion of the Group's investment properties, properties held for sale and supported by individual guarantee by a director/shareholder of the Company.
- b) The borrowing obtained from Bank B is secured by charge over certain of the Group's property, plant and equipment, land use rights, fixed deposits and supported by a corporate guarantee by the Company.
- c) The borrowing obtained from Bank C in the previous year was secured by charge over certain of the Group's property, plant and equipment, fixed deposits and supported by a corporate guarantee by the Company. The loan had been fully repaid during the financial year.
- d) The borrowing obtained from Bank D is secured by charge over certain of the Group's property, plant and equipment, inventories, land use rights and supported by a corporate guarantee by the Company.
- e) The borrowing obtained from Bank E is secured by charge over certain of the Group's property, plant and equipment, land use right and supported by a corporate guarantee by the Company.
- f) The borrowing obtained from Bank F in the previous year was supported by a corporate guarantee by the Company and a subsidiary. The loan had been fully repaid during the financial year.
- g) The borrowing obtained from Bank G is supported by a corporate guarantee by the Company.
- h) The borrowing obtained from a third party is secured by charge over certain of the Group's property, plant and equipment.

The Group's borrowings that are not denominated in the functional currencies of the respective entities are as follows:

	<b>Group</b>	
	<b>2024</b>	<b>2023</b>
	<b>RMB</b>	<b>RMB</b>
Denominated in:		
United States dollar	34,061,424	38,694,953

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 27. Trade payables

	Group	
	2024 RMB	2023 RMB
Third parties	155,721,314	189,362,652
Other taxes	10,450,369	12,314,581
	166,171,683	201,677,233

The average credit period for purchases of goods is 90 days (2023: 90 days).

The Group's trade payables that are not denominated in the functional currencies of the respective entities are as follows:

	Group	
	2024 RMB	2023 RMB
Denominated in:		
Euro	4,828	5,042
United States dollar	11,809,717	12,605,947
	11,814,545	12,610,989

## 28. Other payables

	Group		Company	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
Other payables				
- third parties	4,645,018	4,003,946	-	-
- a related party	2,298,555	2,298,555	-	-
- subsidiaries	-	-	38,219,330	27,076,900
	6,943,573	6,302,501	38,219,330	27,076,900
Accrued expenses	19,377,110	22,614,745	1,371,004	1,830,063
Contract liabilities	6,236,029	5,611,454	-	-
Total other payables	32,556,712	34,528,700	39,590,334	28,906,963
<i>Add:</i>				
Trade payables (Note 27)	166,171,683	201,677,233	-	-
Borrowings (Note 26)	396,269,836	417,451,589	-	-
Lease liabilities (Note 25)	2,371,802	3,162,762	-	-
<i>Less:</i>				
Contract liabilities	(6,236,029)	(5,611,454)	-	-
Other taxes (Note 27)	(10,450,369)	(12,314,581)	-	-
Financial liabilities at amortised cost	580,683,635	638,894,249	39,590,334	28,906,963

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 28. Other payables (Continued)

The other payable due to third parties and subsidiaries are unsecured, non-interest bearing and repayable on demand.

The non-trade balance due to a related party, which is a company controlled by a director of the Company, is unsecured, non-interest bearing and repayable on demand.

The Group's and the Company's other payables that are not denominated in the functional currencies of the respective entities are as follows:

	Group		Company	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
Denominated in:				
Hong Kong dollar	-	-	19,532,990	19,532,990
Singapore dollar	1,371,004	1,830,063	8,535,263	8,994,322

## 29. Operating lease commitments

### The Group as lessor

The Group rents out its investment properties and office premises in the PRC under operating leases. Leases are negotiated and rentals are fixed for an average term of 1 year (2023: 1 year).

At the end of the financial year, the future minimum lease receivables under non-cancellable operating are as following:

	Group	
	2024 RMB	2023 RMB
Not later than one year	713,403	720,067

The leases for the right-of-use assets were negotiated for an average term of 1 years with no renewal options, and no arrangements on contingent rents. Lease payments will be renewed upon renewal to reflect market rentals. These leases are classified as an operating lease because the risk and reward incidental to ownership of the assets are not substantially transferred.

## 30. Capital commitments

As at the end of the financial year, commitments in respect of capital expenditure are as follows:

	Group	
	2024 RMB	2023 RMB
Capital expenditure contracted but not provided for		
- commitments for the acquisition of property, plant and equipment	215,800	501,900

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 31. Contingent liabilities

On 10 October 2012, the Group, via its subsidiary, Foshan Southern Packaging Co., Ltd ("FSP") entered into an agreement with the Guangdong Foshan Municipal Bureau of Land Resources and Rural Planning Bureau (hereinafter referred to as "Bureau") to acquire the Sanshan land use rights with an area of approximately 21,608 square metres at a purchase price of RMB17.47 million. The period of the land use rights is 50 years. On 10 November 2021, the construction of the development property was completed and subsequently reclassified to investment properties and inventories as properties held for sale based on its use.

According to the agreement with the Bureau, FSP was required to:

- by 8 November 2013, complete the design, submit construction report and related documents and commence official construction of property for industrial purposes; and
- by 8 November 2015, complete all construction of property and submit construction completion verification report and related documents for final acceptance.

It was stipulated in the agreement that if the lands were idle for two years and yet to commence construction, the Bureau had the rights to recover the land use rights without any compensation.

If FSP was not able to comply with the stipulated dates in the agreement or the agreed extended dates (be it the construction commencement date or construction completion date), it will need to pay to the Bureau 0.03% of the acquisition price per day of delay as liquidated damages.

According to a supplementary agreement signed between FSP and the Bureau on 6 December 2016, the date of commencement was changed to 18 October 2017 and the date of completion was changed to 18 October 2019.

On 25 January 2019, FSP had obtained all the key permits required to commence the construction and the entire construction process was estimated to take approximately 2.5 years.

During the financial year, the Bureau had finalised the liquidated damages amounting to RMB466,000 and had been fully paid.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 32. Segment information

The operating segments are identified on the basis of internal reports about components of the Group that are regularly reviewed by the Group's chief operating decision maker, in order to allocate resources to segments and to assess the segment performance.

The Group's reportable segments under SFRS(I) 8 are therefore as follows:

- Flexible packaging segment mainly manufactures plastic packaging bags with design supplied by the customers for the pharmaceutical industry, food and beverage industry and hygiene industry.
- Rigid packaging segment mainly manufactures polyethylene terephthalate ("PET") bottles together with printing of design onto the bottle for pharmaceutical industry, food and beverage industry and hygiene industry.
- Property development segment refers to business of developing and holding property for future sale in the ordinary course of business or earn rental income.

Segment revenue represents revenue generated from external customers. Segment results include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items mainly comprise corporate income and expenses. This is the measure reported to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance.

For the purpose of monitoring segment performance and allocating resources between segments, the chief operating decision maker monitors the tangible and financial assets attributable to each segment.

### Segment assets

Other than cash and bank balances, fixed deposits, value added tax, deferred tax assets and other non-operating assets, all assets are allocated to reportable segments. Assets used jointly by reportable segments are allocated on the basis of the revenues earned by individual reportable segments.

### Segment liabilities

Other than borrowings, current income tax payable, deferred government subsidies, deferred tax liabilities and other non-operating liabilities, all liabilities are allocated to reportable segments. Liabilities related to reportable segments are allocated on the basis of the cost of sales of individual reportable segments.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 32. Segment information (Continued)

Information regarding the Group's reportable segment is presented below.

Segment revenue, results and assets

Group Revenue	Rigid packaging		Flexible packaging		Property development		Consolidated	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB	2024 RMB	2023 RMB	2024 RMB	2023 RMB
External sales	473,452,739	440,437,553	214,463,921	219,043,539	-	32,079,486	687,916,660	691,560,578
<b>Results</b>								
Segment gross profits	95,292,742	92,343,949	29,746,422	25,250,636	-	3,476,077	125,039,164	121,070,662
Allocated expense	(83,813,754)	(79,128,328)	(35,319,035)	(33,776,340)	(3,190,507)	(3,258,122)	(122,323,296)	(116,162,790)
Allocated income	2,835,089	848,382	1,888,594	1,842,373	187,682	205,064	4,911,365	2,895,819
Segment result	14,314,077	14,064,003	(3,684,019)	(6,683,331)	(3,002,825)	423,019	7,627,233	7,803,691
Unallocated expenses							(7,930,016)	(9,749,786)
Unallocated income							9,724,068	9,273,270
Interest income							319,491	323,639
Interest expense							(20,777,850)	(21,505,784)
Loss before income tax							(11,037,074)	(13,854,970)
Income tax (expense)/credits							(7,857,518)	344,075
Loss for the financial year attributable to owners of the parent							(18,894,592)	(13,510,895)
<b>Assets</b>								
Segment assets	472,436,095	496,183,688	187,770,342	214,475,730	365,103,699	367,269,954	1,025,310,136	1,077,929,372
Unallocated corporate assets							90,022,420	117,460,841
Consolidated total assets							1,115,332,556	1,195,390,213
<b>Liabilities</b>								
Segment liabilities	92,435,181	104,019,968	59,877,048	81,181,876	45,061,569	49,907,630	197,373,798	235,109,474
Unallocated corporate liabilities							413,536,448	437,127,795
Consolidated total liabilities							610,910,246	672,237,269

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 32. Segment information (Continued)

### Other segment information

	Additions to non-current assets		Depreciation and amortisation	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
Rigid packaging	8,371,089	9,173,533	39,171,864	40,815,972
Flexible packaging	3,922,791	5,016,976	15,000,755	16,761,397
Property development	-	-	2,166,255	2,046,945
	<u>12,293,880</u>	<u>14,190,509</u>	<u>56,338,874</u>	<u>59,624,314</u>

### Geographical information

The Group's operations, including the manufacturing of products and property development are carried out in the PRC.

The Group's revenue from external customers and information about its segment assets (non-current assets excluding deferred tax assets) by geographical location of the customers and location of the assets are presented below:

	Revenue		Non-current assets	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
The PRC	631,486,833	632,818,356	481,482,947	526,707,830
Australia	19,634,793	19,481,747	-	-
Philippines	10,351,595	10,228,458	-	-
Thailand	13,824,744	14,399,386	-	-
Other regions	12,618,695	14,632,631	-	-
	<u>687,916,660</u>	<u>691,560,578</u>	<u>481,482,947</u>	<u>526,707,830</u>

### Information about major customers

Included in revenue arising from rigid packaging and flexible packaging are revenues of RMB215,342,896 (2023: RMB195,028,952) and RMB28,017,683 (2023: RMB26,416,596) respectively which arose from 2 (2023: 2) customers.

## 33. Financial instruments and financial risks

The management of 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. These risks include credit risk, market risk (including foreign currency risk and interest rate risk) and liquidity risk.

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Group. The Group's management then establishes detailed policies such as authority levels, oversight responsibilities, risk identification and measurement and exposure limits, in accordance with the objectives and underlying principles approved by the Board of Directors.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 33. Financial instruments and financial risks (Continued)

There have been no changes to the Group's exposure to these financial risks or the manner in which they manage and measure the risk. Market risk exposures are measured using sensitivity analysis as indicated below.

### (i) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has adopted a policy of only dealing with creditworthy counterparties and obtaining customer advances where appropriate, as a means of mitigating the risk of financial loss from defaults.

Concentrations of credit risk exist when changes in economic, industry or geographic factors similarly affect groups of counterparties where aggregate credit exposure is significant in relation to the Group's total credit exposure.

The Group has significant credit exposure arising from the trade amount due from 1 (2023: Nil) major customer representing 11% (2023: Nil%) of total third parties trade receivable. The Company does not have any significant credit exposure to any single counterparty or any group of counterparties having similar characteristics.

The Group's and the Company's major classes of financial assets are cash and bank balances, fixed deposits and trade and other receivables (excluding advances to suppliers, prepayments and value added tax). As the Group and the Company do not hold any collateral, the carrying amount of financial assets represents the maximum exposure to credit risk except for the financial guarantees provided by the Company to the banks for bank facilities obtained by its subsidiaries as mentioned below.

Further details of credit risk on trade receivables are disclosed in Note 18 to the financial statements.

#### *Cash and bank balances (including fixed deposits)*

The Group and the Company held bank balances (including fixed deposits) of RMB73,163,097 (2023: RMB91,660,566) and RMB1,384,950 (2023: RMB995,002) respectively as at 31 December 2024. The cash and bank balances (including fixed deposits) are held with banks and financial institution counterparties, which are rated Aaa to Baa2, based on Moody's ratings.

At the end of each financial year, the Group and the Company did not expect any credit losses from non-performance by the counterparties.

#### *Other receivables*

For other receivables from third parties, management has taken into account of internal (i.e. collection history) and external information available and determined that there is no significant loss allowances expected. For amount due from subsidiaries, Board of Directors has taken into account information that it has available internally about these subsidiaries' past, current and expected operating performance and cash flow position. Board of Directors monitors and assesses at the end of each financial year on any indicator of significant increase in credit risk on the amount due from the respective subsidiaries, by considering their performance ratio and any default in external debts. The risk of default is considered to be minimal as these subsidiaries have sufficient liquid assets and cash to repay their debts. Therefore, amount due from subsidiaries has been measured based on 12-month expected credit loss model and subject to immaterial credit loss.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 33. Financial instruments and financial risks (Continued)

### (i) Credit risk (Continued)

#### *Financial guarantees*

As at 31 December 2024, the Company had given guarantees amounting to RMB247.2 million (2023: RMB277.2 million) to certain banks in respect of banking facilities utilised by the subsidiaries. Such guarantees are in the form of a financial guarantee as they require the Company to reimburse the respective banks if the respective subsidiaries to which the guarantees were extended fail to make principal or interest repayments when due in accordance with the terms of the borrowings. There has been no default or non-repayment since the utilisation of the banking facilities and the risk of default is considered to be minimal by considering their credit risk profiles and the presence of underlying assets as disclosed in Notes 11, 12, 14, 17 and 21 to the financial statements to secure the loans.

The financial guarantees have not been recognised in the financial statements of the Company as the risk of default is remote and subject to immaterial loss allowance.

### (ii) Market risks

The Group's activities are exposed primarily to the financial risks of changes in foreign currency exchange rates and interest rates. Management monitors risks associated with changes in foreign currency exchanges rates and interest rates and will consider appropriate measures should the need arises.

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

There has been no significant change to the Group's exposure to market risk or the manner in which it manages and measures the risk. Market risk exposures are measured using sensitivity analysis indicated below.

#### Foreign currency risk

The Group transacts businesses in various currencies, including mainly the Euro, United States dollar ("US\$"), Hong Kong dollar ("HK\$"), Japanese Yen ("JPY"), Singapore dollar ("S\$") and RMB and therefore is exposed to foreign exchange risk.

At the end of the financial year, the carrying amounts of monetary assets and monetary liabilities denominated in currencies other than the respective group entities' functional currencies are as follows:

	Assets		Liabilities	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
<b>Group</b>				
Euro	17,344	18,111	4,828	7,961
US\$	75,723,183	64,622,011	82,034,561	95,930,969
JPY	1	1	-	-
HK\$	38,077,162	20,094,987	19,532,990	19,538,828
S\$	1,232,937	842,960	8,535,263	8,994,322
RMB	3,835,436	7,606,293	12,667,303	3,353,126

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 33. Financial instruments and financial risks (Continued)

### (ii) Market risks (Continued)

#### Foreign currency risk (Continued)

At the end of the financial year, the carrying amounts of monetary assets and monetary liabilities denominated in currencies other than the respective group entities' functional currencies are as follows: (Continued)

	Assets		Liabilities	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
<b>Company</b>				
US\$	85,285	84,684	-	-
HK\$	76,248	77,054	19,532,990	19,532,990
S\$	1,232,938	842,960	8,535,263	8,994,322

The Company has investments in foreign subsidiaries, whose net assets are exposed to foreign currency translation risk. The Group does not currently designate its foreign currency denominated debt as a hedging instrument for the purpose of hedging the translation of its foreign operations.

#### *Foreign currency sensitivity*

The following table details the sensitivity to a 5% (2023: 7%) increase in Euro, US\$, HK\$, S\$ and RMB against respective entities' functional currency. 5% (2023: 7%) is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items which are denominated in Euro, US\$, HK\$, S\$ and RMB and adjusts their translation at the end of the financial year for an instantaneous 5% (2023: 7%) change in foreign currency rates, with all variables held constant. The sensitivity analysis includes external loans as well as loans to foreign operation where they gave rise to an impact on the Group's profit or loss.

If the relevant foreign currency strengthens by 5% (2023: 7%) against respective entities' functional currency, profit before income tax will increase/(decrease) by:

	Group		Company	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
Euro impact	626	711	-	-
US\$ impact	(315,569)	(2,191,627)	4,264	5,928
HK\$ impact	927,209	38,931	(972,837)	(1,361,916)
S\$ impact	(365,116)	(570,595)	(365,116)	(570,595)
RMB impact	(441,593)	297,722	-	-

If the relevant foreign currency weakens by 5% (2023: 7%) against RMB, the effect on profit before income tax will be vice versa.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 33. Financial instruments and financial risks (Continued)

### (ii) Market risks (Continued)

#### Interest rate risk

The Group's interest rate risks arise primarily from its cash and bank balances, fixed deposits and borrowings. The Group borrows at fixed and variable interest rates.

The interest rates and terms of repayment of the Group's interest-bearing financial instruments are disclosed in Notes 20, 21, 25 and 26 to the financial statements.

#### *Interest rate sensitivity*

The sensitivity analyses below have been determined based on the exposure to interest rates for the Group's borrowings at the end of the financial year and the stipulated change taking place at the beginning of the financial year and held constant throughout the financial year in the case of instruments that have variable interest rates. A 100 basis point (2023: 100 basis point) increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates increase/(decrease) by an instantaneous 100 basis points (2023: 100 basis points) with all other variables held constant, the Group's loss before income tax for the financial year ended 31 December 2024 would have been higher/lower by approximately RMB749,000 (2023: RMB1,382,000) as a result of changes in interest rates on the variable rate borrowings.

No sensitivity analysis is prepared on the cash and bank balances and fixed deposits as the impact of the change in interest rates is not significant.

The Company's profit or loss is not affected by changes in interest rates as the Company does not have interest-bearing financial assets and liabilities.

### (iii) Liquidity risk

Liquidity risk refers to the risk in which the Group encounters difficulties in meeting its short-term obligations.

In the management of the liquidity risk, the Group monitors and maintains a level of cash and cash equivalents and borrowings deemed adequate by the management to finance the Group's operations and mitigate the effects of fluctuations in cash flows.

The following table details the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earlier of the contractual date or when the Group and the Company is expected to pay. The tables include both interest and principal cash flows.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 33. Financial instruments and financial risks (Continued)

### (iii) Liquidity risk (Continued)

Group	Weighted average effective interest rate %	On demand or within 1 year RMB	Within 2 to 5 years RMB	Total RMB
<b>2024</b>				
Trade payables*	-	155,721,314	-	155,721,314
Other payables**	-	26,320,683	-	26,320,683
Borrowings, fixed interest rate	4.5	287,867,960	47,046,922	334,914,882
Borrowings, variable interest rate	3.0	71,214,470	5,171,980	76,386,450
Lease liabilities	4.35 to 5.20	2,426,244	-	2,426,244
		543,550,671	52,218,902	595,769,573
<b>2023</b>				
Trade payables	-	189,362,652	-	189,362,652
Other payables*	-	28,917,246	-	28,917,246
Borrowings, fixed interest rate	4.4	234,890,211	61,948,193	296,838,404
Borrowings, variable interest rate	4.5	107,092,896	38,012,509	145,105,405
Lease liabilities	4.35 to 5.20	2,445,190	836,459	3,281,649
		562,708,195	100,797,161	663,505,356
<b>Company</b>				
<b>2024</b>				
Other payables	-	39,590,334	-	39,590,334
Financial guarantee contracts	-	242,209,362	4,999,050	247,208,412
		281,799,696	4,999,050	286,798,746
<b>2023</b>				
Other payables	-	28,906,963	-	28,906,963
Financial guarantee contracts	-	219,853,557	57,306,959	277,160,516
		248,760,520	57,306,959	306,067,479

\* Excluding other taxes.

\*\* Excluding contract liabilities.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 34. Fair value of financial assets and financial liabilities

The Group categorised fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used in making the measurements as follows:

- Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - unobservable inputs for the asset or liability.

The classification of an item into above levels is based on the lowest level of the inputs used that has a significant effect on the fair value measurement of the item.

*Fair value of financial instruments that are not carried at fair value*

The Group has no financial assets and financial liabilities carried at fair value as at end of reporting period.

*Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value*

The carrying amounts of the Group and the Company's current financial assets and current financial liabilities approximate their respective fair values as at the end of the reporting period due to the relatively short-term maturity of these financial instruments.

The fair values of the Group's non-current financial liabilities in relation to borrowings approximate its carrying amount as these financial instruments are at floating interest rates. For the fixed rate non-current borrowings, the management estimates that the carrying amount approximate its fair value as the interest rate of the borrowings approximate the market lending rate for similar types of loan at the end of the reporting period.

## 35. Capital management policies and objectives

The Group and the Company manage their capital to ensure that the Group and the Company are able to continue as going concern and maintain an optimal capital structure so as to maximise shareholders' values.

The capital structure of the Group consists of equity attributable to equity holders of the parent, comprising issued capital, capital contribution, statutory reserves, foreign currency translation account and retained earnings. The Group manages its 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 dividend paid to shareholders, return capital to shareholders, issues new shares or sell assets to reduce debts.

The management monitors capital based on a gearing ratio. The gearing ratio is calculated as net debt divided by total capital. Net debt is calculated as trade and other payables, borrowings plus lease liabilities less cash and bank balances and fixed deposits. Total capital is calculated as equity attributable to owners of the parent plus net debt.

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 35. Capital management policies and objectives (Continued)

The management constantly reviews the capital structure to ensure that the Group and the Company are able to service any debt obligations (include principal repayment and interests) based on their operating cash flows. The Group's and the Company's overall strategy remains unchanged from the previous financial year.

	Group		Company	
	2024 RMB	2023 RMB	2024 RMB	2023 RMB
Trade payables	166,171,683	201,677,233	-	-
Other payables	32,556,712	34,528,700	39,590,334	28,906,963
Borrowings	396,269,836	417,451,589	-	-
Lease liabilities	2,371,802	3,162,762	-	-
Less: Cash and bank balances	(62,421,764)	(90,219,566)	(1,384,950)	(995,002)
Less: Fixed deposits	(10,741,333)	(1,441,000)	-	-
Net debt	524,206,936	565,159,718	38,205,384	27,911,961
Equity attributable to owners of the parent	504,422,310	523,152,944	427,743,885	439,327,582
Total capital	1,028,629,246	1,088,312,662	465,949,269	467,239,543
Gearing ratio	51%	52%	8%	6%

Subsidiaries of the Group established in the PRC are required to contribute and maintain a non-distributable statutory reserve fund whose utilisation is subject to certain restrictions as set out in the relevant regulations in the PRC as disclosed in Note 23 to the financial statements.

In addition to the above, the Group and the Company are in compliance with all externally imposed capital requirements in relation to financial covenants on its borrowings for the financial years ended 31 December 2024 and 2023.

## 36. Significant related party transactions

During the financial year, in addition to the information disclosed elsewhere in these financial statements, the Group entities entered into the following transactions with related parties at rates and terms agreed between the parties:

	Group	
	2024 RMB	2023 RMB
<u>With certain director of the Company</u>		
Rental expense	840,336	830,644
<u>With companies in which certain director has control</u>		
Rental expense	1,944,587	2,039,168
Property management fee	840,216	787,464
Rental income	114,286	120,000

# NOTES TO THE FINANCIAL STATEMENTS

For The Financial year ended 31 December 2024

## 36. Significant related party transactions (Continued)

	Company	
	2024 RMB	2023 RMB
<u>With subsidiaries</u>		
Advances from subsidiaries	10,670,200	9,737,938
Dividend declared	-	27,782,000

The outstanding balances as at 31 December with related parties are disclosed in Notes 19 and 28 to the financial statements and are unsecured, interest-free and repayable on demand, unless otherwise stated.

Certain borrowings (Note 26) are supported by individual guarantees given by a director. No charge has been made for these guarantees.

### Compensation of directors and key management personnel

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

	Group	
	2024 RMB	2023 RMB
Directors		
- short-term benefits	3,818,695	3,727,878
- post-employment benefits	39,228	45,790
- Directors' fees	657,013	665,445
Other key management personnel		
- short-term benefits	6,296,727	6,178,560
- post-employment benefits	225,838	201,547
	11,037,501	10,819,220

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

## 37. Authorisation of financial statements

The consolidated financial statements of the Company and its subsidiaries and the statement of financial position and statement of changes in equity of the Company for the financial year ended 31 December 2024 were authorised for issue by the Board of Directors on 3 April 2025.

# SHAREHOLDERS' INFORMATION

As at 17 March 2025

<b>Issued and paid-up share capital</b>	:	SGD45,735,199.216
<b>Number of issued and paid-up shares excluding treasury shares and subsidiary holdings</b>	:	70,319,164
<b>Class of share</b>	:	Ordinary shares fully paid
<b>Voting rights</b>	:	One vote for each ordinary share
<b>Number and percentage of treasury shares and subsidiary holdings held</b>	:	Nil

## DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	25	5.63	782	0.00
100 - 1,000	93	20.95	41,791	0.06
1,001 - 10,000	212	47.75	760,347	1.08
10,001 - 1,000,000	110	24.77	6,193,095	8.81
1,000,001 and ABOVE	4	0.90	63,323,149	90.05
<b>TOTAL</b>	<b>444</b>	<b>100.00</b>	<b>70,319,164</b>	<b>100.00</b>

## TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	PAN SHUN MING	27,384,697	38.94
2	MAI SHUYING	17,925,265	25.49
3	JEN SHEK CHUEN	16,288,687	23.16
4	DB NOMINEES (SINGAPORE) PTE LTD	1,724,500	2.45
5	PAN ZHAOJIN	816,000	1.16
6	OCBC SECURITIES PRIVATE LIMITED	481,802	0.69
7	DBS NOMINEES (PRIVATE) LIMITED	357,566	0.51
8	MAYBANK SECURITIES PTE. LTD.	353,806	0.50
9	TAN SIEW KENG CHRISTINA	279,000	0.40
10	EST OF LIM TCHEN NAN, DEC'D	199,900	0.28
11	PU JINBO	185,454	0.26
12	HSU SHU HAO	168,000	0.24
13	ZHANG JIANLING	156,818	0.22
14	JENNIFER LEUNG MAN CHU	146,250	0.21
15	PHILLIP SECURITIES PTE LTD	138,740	0.20
16	TTH DEVELOPMENT PTE LTD	100,000	0.14
17	WOO KIM FONG	97,452	0.14
18	LIM POH FAH VICTOR	92,703	0.13
19	CHONG HOI YONG	88,750	0.13
20	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	78,631	0.11
	<b>TOTAL</b>	<b>67,064,021</b>	<b>95.36</b>

# SHAREHOLDERS' INFORMATION

As at 17 March 2025

## SUBSTANTIAL SHAREHOLDERS AS PER REGISTER OF SUBSTANTIAL SHAREHOLDERS AS AT 17 MARCH 2025

NAME OF SUBSTANTIAL SHAREHOLDERS	DIRECT INTEREST		DEEMED INTEREST	
	NO. OF SHARES	%	NO. OF SHARES	%
Pan Shun Ming	27,384,697	38.94	17,925,265 <sup>(1)</sup>	25.49
Mai Shuying	17,925,265	25.49	27,384,697 <sup>(2)</sup>	38.94
Pan Zhaojin	816,000	1.16	45,309,962 <sup>(3)</sup>	64.43
Jen Shek Chuen	16,288,687	23.16	-	-

### Notes :-

- (1) Deemed interest in the shares held by his spouse, Madam Mai Shuying.
- (2) Deemed interest in the shares held by her spouse, Mr Pan Shun Ming.
- (3) Deemed interest in the shares held by his parents, Mr Pan Shun Ming and Madam Mai Shuying.

### SHARES HELD BY PUBLIC

To the best knowledge of the Company and based on the Shareholders' Information provided to the Company as at 17 March 2025, approximately 11.25% of the issued and paid-up ordinary shares of the Company are held in the hands of the public as defined in the Listing Manual of the Singapore Exchange Securities Trading Limited (the "**Listing Manual**"). Accordingly, the Company has complied with Rule 723 of the Listing Manual.

# NOTICE OF ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN** that the Annual General Meeting (“**AGM**”) of Southern Packaging Group Limited (the “**Company**”) will be held at Indiana Room, Level 4, Raffles City Convention Centre, Fairmont Singapore and Swissotel The Stamford, 80 Bras Basah Road, Singapore 189560 on Tuesday, 29 April 2025 at 10 a.m., to transact the following businesses:

## ORDINARY BUSINESS:

- |    |  |                     |
|----|--|---------------------|
| 1. | To receive and adopt the Audited Financial Statements for the financial year ended 31 December 2024 together with the Directors’ Statement and the Auditors’ Report.                           | <b>Resolution 1</b> |
| 2. | To approve the payment of Directors’ fees of S\$123,000/- for the financial year ending 31 December 2025, payable quarterly in arrears. (2024: S\$129,668) <i>(Explanatory Note 1)</i>         | <b>Resolution 2</b> |
| 3. | To re-elect Mr Pan Shun Ming who is retiring by rotation pursuant to Article 91 of the Company’s Constitution and being eligible, offers himself for re-election. <i>(Explanatory Note 2)</i>  | <b>Resolution 3</b> |
| 4. | To re-elect Mr Chen Xiang Zhi who is retiring by rotation pursuant to Article 91 of the Company’s Constitution and being eligible, offers himself for re-election. <i>(Explanatory Note 2)</i> | <b>Resolution 4</b> |
| 5. | To re-elect Mr Low Chian Sin who is retiring pursuant to Article 97 of the Company’s Constitution and being eligible, offers himself for re-election. <i>(Explanatory Note 2)</i>              | <b>Resolution 5</b> |
| 6. | To re-appoint Messrs BDO LLP as the auditors of the Company and to authorise the Directors to fix their remuneration.  | <b>Resolution 6</b> |

## SPECIAL BUSINESS:

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

- |    |  |                     |
|----|--|---------------------|
| 7. | <b>Authority to allot and issue share</b>  | <b>Resolution 7</b> |
|    | <p>That, pursuant to Section 161 of the Companies Act 1967 and Rule 806(2) of the Listing Manual of the Singapore Exchange Securities Trading Limited (the “<b>SGX-ST</b>”), authority be and is hereby given to the Directors of the Company to:-</p> <p>(a) (i) issue shares in the Company (“<b>Shares</b>”) whether by way of rights, bonus or otherwise; and/or</p> <p>(ii) make or grant offers, agreements or options (collectively, “<b>Instruments</b>”) that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into Shares,</p> <p>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; and</p> <p>(b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while this Resolution was in force,</p> |                     |

# NOTICE OF ANNUAL GENERAL MEETING

provided that:

- (1) the aggregate number of Shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed fifty per cent (50%) of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of Shares to be issued other than on a pro-rata basis to shareholders of the Company (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed twenty per cent (20%) of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (2) below).
- (2) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (1) above, the total number of issued Shares (excluding treasury shares and subsidiary holdings) is based on the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) at the time this Resolution is passed, after adjusting for:
  - (i) new Shares arising from the conversion or exercise of any convertible securities;
  - (ii) new shares arising from exercising share options or vesting of share awards, provided the share options or awards were granted in compliance with the Listing Manual of the SGX-ST; and
  - (iii) any subsequent bonus issue or consolidation or subdivision of Shares, provided further that adjustments in accordance with sub-paragraphs b(2)(i) and b(2)(ii) above are only to be made in respect of new Shares arising from convertible securities, share options and share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution.
- (3) in this Resolution, "subsidiary holdings" shall have the meaning ascribed to it in the Listing Manual of the SGX-ST;
- (4) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and
- (5) (unless revoked or varied by the Company in general meeting) the authority conferred by this Resolution shall continue in force until the conclusion of the next annual general meeting ("**AGM**") of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is the earlier.

*(Explanatory Note 3)*

8. To transact any other business which may be transacted at an AGM.

By Order of the Board

Pan Shun Ming  
Executive Chairman  
14 April 2025

# NOTICE OF ANNUAL GENERAL MEETING

## Explanatory Notes:-

### 1. Resolution 2

This Ordinary Resolution, if passed, will facilitate the payment of Directors' fees for the financial year ending 31 December 2025 ("FY2025") on a quarterly basis in arrears. The Directors fees are computed based on the anticipated number of Non-Executive Directors in FY2025.

### 2. Resolutions 3, 4 and 5

Mr Pan Shun Ming will, upon his re-election, continue to serve as Executive Chairman of the Company.

Mr Chen Xiang Zhi will, upon his re-election, continue to serve as Executive Vice Chairman of the Company.

Mr Low Chian Sin will, upon his re-election, remain as Independent Director, member of the Audit, Nominating and Remuneration Committees. The Board of Directors considers him to be independent for the purpose of Rule 704(8) of the Listing Manual of the SGX-ST.

Detailed information of the retiring directors can be found under "Board of Directors", "Corporate Governance Report" and "Additional information on Directors Seeking Re-Election" sections in the Company's Annual Report 2024.

### 3. Resolution 7

This Ordinary Resolution, if passed, will authorise and empower the Directors of the Company from the date of the AGM to issue shares and to make or grant instruments (such as warrants or debentures) convertible into shares, and to issue shares in pursuance of such instruments, without seeking any further approval from shareholders in general meeting but within the limitation imposed by this Resolution, for such purposes as the Directors may consider would be in the best interests of the Company. The aggregate number of shares (including shares to be made in pursuance of Instruments made or granted pursuant to this Resolution) to be allotted and issued would not exceed 50% of the total number of issued shares (excluding treasury shares and subsidiary holdings) at the time this resolution is passed, of which the total number of shares that may be issued other than on a pro-rata basis to shareholders shall not exceed 20% of the total number of issued shares (excluding treasury shares and subsidiary holdings) at the time the resolution is passed. This authority will, unless revoked or varied at a general meeting, expire at the next AGM of the Company.

## Notes:

- 1) The members of the Company are invited to attend physically at the AGM. There will be no option for shareholders to participate virtually. Printed copies of the Notice, Proxy Form and the Annual Report will be sent by post to members.
- 2) A member who is not a relevant intermediary is entitled to appoint not more than two (2) proxies to attend, ask question and vote at the AGM. Where such member appoints more than one (1) proxy, the proportion of the shareholdings concerned to be represented by each proxy shall be specified in the instrument appointing a proxy or proxies. If no proportion of shareholdings is specified, the proxy whose name appears first shall be deemed to carry one hundred per cent (100%) of the shareholdings of his/its appointor and the proxy whose name appears after shall be deemed to be appointed in the alternate.
- 3) A member who is a relevant intermediary is entitled to appoint more than two (2) proxies to attend, ask questions and vote at the Meeting, but each 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 two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument appointing a proxy or proxies.  
  
"Relevant Intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967.
- 4) A proxy needs not be a member of the Company.
- 5) Central Provident Fund Investment Scheme members ("CPF investors") and/or Supplementary Retirement Scheme investors ("SRS investors") (a) may attend and vote at the AGM in person; or (b) may appoint Chairman of the AGM as proxy to vote on their behalf at the AGM, in which case, they should approach their respective CPF Agent Banks or SRS Operators to submit their voting instructions by 5 p.m. on 17 April 2025.
- 6) The instrument appointing a proxy or proxies must be executed under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney duly authorised or its authorised officer or in such a manner as appropriate under applicable laws, failing which the instrument may be treated as invalid.
- 7) Where an instrument appointing a proxy or proxies is signed on behalf of the appointor by an attorney, the power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument appointing a proxy or proxies, failing which the instrument appointing a proxy or proxies may be treated as invalid.
- 8) A depositor's name must appear in the Depository Register maintained by The Central Depository (Pte) Limited as at seventy-two (72) hours before the time appointed for holding the AGM in order for the depositor to be entitled to attend, speak and vote at the AGM.

# NOTICE OF ANNUAL GENERAL MEETING

- 9) The instrument appointing a proxy(ies) must be deposited at the office of the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd. at 1 Harbourfront Avenue, Keppel Bay Tower #14-07, Singapore 098632, not less than forty-eight (48) hours before the time appointed for holding the AGM.
- 10) Members (including CPF/SRS investors) may submit questions related to the Resolutions to be tabled for approval at the AGM or in advance of the AGM by email to the Company's share registrar at srs.teamd@boardroomlimited.com by 21 April 2025.

When submitting questions, members should also provide the following details:

- (i) full name (as per CDP, CPF or SRS);
- (ii) address;
- (iii) number of Shares held; and
- (iv) the manner in which the shareholder holds Shares (e.g. via CDP, CPF or SRS).

Investors holding Shares through Relevant Intermediaries (other than CPF/SRS investors) will not be able to submit questions relating to the business of the AGM via the above means. Instead, they should approach their relevant intermediaries as soon as possible in order for the relevant intermediaries to make the necessary arrangements for them to submit questions in advance of the AGM.

- 11) The Company will endeavour to address all substantial and relevant questions submitted prior to the AGM by publishing the responses to such questions on the Company's website and on SGX website by 24 April 2025. Any subsequent clarifications sought, or follow-up questions, or substantial and relevant questions received after the cut-off date will be consolidated and addressed at the AGM. Where substantially similar questions are received, the Company will consolidate such questions and consequently not all questions may be individually addressed.

## PERSONAL DATA PRIVACY

By (a) submitting an instrument appointing a proxy or proxies and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof; or (b) submitting any questions prior to, or at, the AGM, 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 or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of proxy(ies) and/or representative(s) appointed for the AGM (including any adjournment thereof), addressing substantial and relevant questions from members received prior to, or at, the AGM, preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"); (ii) warrants that where the member disclose the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes; and (iii) 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.

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Pursuant to Rule 720(6) of the SGX-ST Listing Manual, the additional information as set out in Appendix 7.4.1 to the SGX-ST Listing Manual relating to the retiring Directors who are submitting themselves for re-election is disclosed below and to be read in conjunction with their respective biographies under the section entitled “Board of Directors” in the Annual Report 2024:

<b>Name of Person</b>	<b>Pan Shun Ming</b>	<b>Chen Xiang Zhi</b>	<b>Low Chian Sin</b>
Date of Appointment	30 December 2003	26 January 2010	1 November 2024
Date of last re-appointment	29 April 2022	29 April 2022	Not Applicable
Age	68	62	53
Country of principal residence	China	China	Singapore
The Board's comments on this re-appointment	The re-election of Mr Pan was recommended by the Nominating Committee and the Board has accepted the recommendation, after taking into consideration his overall contribution and performance.	The re-election of Mr Chen was recommended by the Nominating Committee and the Board has accepted the recommendation, after taking into consideration his overall contribution and performance.	The re-election of Mr Low was recommended by the Nominating Committee and the Board has accepted the recommendation, after taking into consideration his independence, overall contribution and performance.
Whether appointment is executive, and if so, the area of responsibility	Executive. He is responsible for leading the Board in its oversight of the Company's management, setting the strategic direction of the Group in collaboration with the Board, ensuring effective communication between the Board and management and facilitating the Board's decision-making processes and ensuring that the Board operates effectively and efficiently.	Executive. He is responsible for assisting the Executive Chairman in leading the direction of the Board and working closely with the Chief Executive Officer to support the development of the business strategic direction and planning for the Group.	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Chairman	Executive Vice Chairman	Independent Director, Member of Audit, Remuneration and Nominating Committees

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Person	Pan Shun Ming	Chen Xiang Zhi	Low Chian Sin
Professional Qualifications	Diploma in Executive Master of Business Administration from Hong Kong International Business College	Master of Science in Management from University of Management and Technology, United States of America	<ul style="list-style-type: none"> <li>• Nanyang Technological University - Bachelor of Accountancy (Hons); 1994 Book Prize Winner (1st Prize)</li> <li>• Harvard Business School - Advanced Management Program</li> <li>• University of California, Berkeley - Venture Capital Management</li> <li>• Chartered Accountant of Singapore</li> <li>• Certified Public Accountant of Australia</li> <li>• Certified Internal Auditor</li> </ul>
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Mr Pan is a substantial shareholder of the Company. He is also spouse of Madam Mai Shuying (Chief Financial Officer and substantial shareholder of the Company) and father of Mr Pan Zhaojin (Deputy Chief Executive Officer and substantial shareholder of the Company).	None	None
Conflict of interests (including any competing business)	No	No	No

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Person	Pan Shun Ming	Chen Xiang Zhi	Low Chian Sin
Working experience and occupation(s) during the past 10 years	Mr Pan has more than 40 years of experience in the packaging industry.	Mr Chen has more than 20 years of experience in large-scale enterprise management and is very experienced and good at capital operations. He joined Southern Packaging group since 2010.	<p>2017 to present:</p> <p>Mr Low is the principal investor, founder and CEO of CLIZ (formerly branded as CRYSTAL), a consumer-tech brand that integrates art and technology with industrial production, creating iconic art-infused lifestyle products that evoke emotional and social connections. The company aggregates supply chain in China to form an eco-system, aspiring to kindle a “Bauhaus 2.0” movement.</p> <p>2022 to July 2024:</p> <p>Mr Low is the Managing Director and Executive Director of the board of Reimagine Digital Ventures Group Limited, a venture investment company co-established by PWC China, focusing on incubation and investment in digital sector startups.</p> <p>2003 to 2017:</p> <p>Mr Low as the Founding President &amp; Managing Director of Protiviti Greater China. He was also the global leader for management consulting methodology and led the Asia Pacific solutions strategy.</p>
Undertaking has been submitted to the listed issuer in the form of Appendix 7.7 under Rule 720(1)	Yes	Yes	Yes
Shareholding interest in the listed issuer and its subsidiaries	<p>Direct interest in 27,384,697 shares of the Company</p> <p>Deemed interest in 17,925,265 shares held by his spouse, Madam Mai Shuying</p>	Nil	Nil

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Person	Pan Shun Ming	Chen Xiang Zhi	Low Chian Sin
<p>Other Principal Commitments Including Directorships: Past (for the last 5 years)</p>	<p>Directorships and Other Principal Commitment:</p> <ul style="list-style-type: none"> <li>● Foshan Energetic Film Co., Ltd.</li> <li>● Guangdong Donald Food Co., Ltd.</li> <li>● Foshan Jia Yu Corporate Advisory Co., Ltd.</li> <li>● NH Assets Pte. Ltd.</li> <li>● Nanhai 4 Pte. Ltd.</li> </ul>	<p>Directorships and Other Principal Commitment:</p> <ul style="list-style-type: none"> <li>● Southern Packaging (Jiangsu) Co., Ltd.</li> <li>● Foshan Energetic Film Co., Ltd.</li> <li>● Foshan Jia Yu Corporate Advisory Co., Ltd.</li> </ul>	<p>Directorships and Other Principal Commitment:</p> <ul style="list-style-type: none"> <li>● Reimagine Digital Ventures Group Limited</li> <li>● Helenbergh China Holdings Limited</li> <li>● Shanghai Hestia Information Technology Co., Ltd.</li> </ul>
<p>Present</p>	<p>Directorships and Other Principal Commitment:</p> <ul style="list-style-type: none"> <li>● Foshan Jia Xun Real Estate Co., Ltd.</li> <li>● Guangdong Xinghua Health Drinks Co., Ltd.</li> <li>● Energetic Holdings Limited</li> <li>● Striving Asset Management Co., Ltd.</li> <li>● Foshan Jia Bang Real Estate Co., Ltd.</li> <li>● Thrive United Holdings Ltd.</li> <li>● Cappella Holding Pte. Ltd.</li> <li>● Shan Shine Asset Management Co., Ltd.</li> <li>● Stable Growth Investment Co., Ltd.</li> <li>● Foshan Shan Shine Corporate Advisory Co., Ltd.</li> <li>● Foshan Ying Feng Real Estate Co., Ltd.</li> </ul> <p><u>Subsidiaries of Company</u></p> <ul style="list-style-type: none"> <li>● Foshan Nanxin Packaging Co., Ltd.</li> <li>● Foshan Southern Packaging Co., Ltd.</li> <li>● Southern Packaging (Jiangsu) Co., Ltd.</li> <li>● Southern (HK) Packaging Co., Ltd.</li> </ul>	<p>Directorships and Other Principal Commitment:</p> <ul style="list-style-type: none"> <li>● Stable Growth Investment Ltd.</li> <li>● Foshan Jia Bang Real Estate Co., Ltd.</li> <li>● Thrive United Holdings Ltd.</li> <li>● Foshan Shan Shine Corporate Advisory Co., Ltd.</li> <li>● Foshan Ying Feng Real Estate Co., Ltd.</li> <li>● Foshan Jia Bei Le Property Management Co., Ltd.</li> </ul>	<p>Directorships and Other Principal Commitment:</p> <ul style="list-style-type: none"> <li>● CITIC Prudential Life Insurance Co., Ltd.</li> <li>● Clio Brands Library Pte. Ltd.</li> <li>● Harvard Business School Club of Shanghai</li> <li>● Cadenza (Shanghai) Art Technology Co., Ltd.</li> <li>● Shanghai C-Tune Information Technology Co., Ltd.</li> <li>● Hestia (Shanghai) Art Technology Co., Ltd. (Striking off)</li> <li>● Hestia ArtTeCh Holdings Co., Ltd. (Dormant)</li> </ul>

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Person	Pan Shun Ming	Chen Xiang Zhi	Low Chian Sin
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	No
(c) Whether there is any unsatisfied judgment against him?	No	No	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Person	Pan Shun Ming	Chen Xiang Zhi	Low Chian Sin
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Person	Pan Shun Ming	Chen Xiang Zhi	Low Chian Sin
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of :-  (i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or  (ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or  (iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or  (iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No  No  No  No	No  No  No  No	No  No  No  No

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Name of Person	Pan Shun Ming	Chen Xiang Zhi	Low Chian Sin
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No

# SOUTHERN PACKAGING GROUP LIMITED

(Company Registration Number: 200313312N)  
(Incorporated in the Republic of Singapore)

## Important:

1. A relevant intermediary (as defined in Section 181 of the Companies Act 1967 ("**Companies Act**") may appoint more than two proxies to attend, speak and vote at the Annual General Meeting.
2. For CPF/SRS investors who have used their CPF monies to buy Southern Packaging Group Limited shares, this form of proxy is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by them. CPF/SRS investors should contact their respective Agent Banks if they have queries regarding their appointment as proxies.

## PROXY FORM ANNUAL GENERAL MEETING

I/We\*, \_\_\_\_\_ (name and NRIC/Passport/Company Registration No.)

of \_\_\_\_\_ (address)

being a member/members\* of **SOUTHERN PACKAGING GROUP LIMITED** (the "**Company**"), hereby appoint:

Name	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

\*and/or (strike as appropriate)

Name	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

or failing him/her/them\*, the Chairman of the Annual General Meeting ("**AGM**") as my/our\* proxy/proxies\* to attend, speak and vote for my/our\* behalf at the AGM to be held at Indiana Room, Level 4, Raffles City Convention Centre, Fairmont Singapore and Swissotel The Stamford, 80 Bras Basah Road, Singapore 189560 on Tuesday, 29 April 2025 at 10 a.m. and at any adjournment thereof.

I/We\* direct my/our\* proxy/proxies\* to vote for or against, or to abstain from voting on the resolutions to be proposed at the AGM as indicated hereunder. In the absent of specific direction as to voting is given, the proxy/proxies\* may vote or abstain from voting at his/her/their discretion, as he/she/they\* will on any other matters arising at the AGM and/or at any adjournment thereof.

ORDINARY	ORDINARY BUSINESS	For#	Against#	Abstain#
Resolution 1	Adoption of the Audited Financial Statements for the financial year ended 31 December 2024 and the Directors' Statement together with the Auditors' Report			
Resolution 2	Approval of Directors' fees of S\$123,000/- for the financial year ending 31 December 2025			
Resolution 3	Re-election of Mr Pan Shun Ming as Director			
Resolution 4	Re-election of Mr Chen Xiang Zhi as Director			
Resolution 5	Re-election of Mr Low Chian Sin as Director			
Resolution 6	Re-appointment of Messrs BDO LLP as the auditors of the Company and authorisation to the Directors to fix their remuneration			
ORDINARY	SPECIAL BUSINESS			
Resolution 7	Authority to allot and issue shares			

\* Delete where inapplicable.

# Voting will be conducted by poll. If you wish your proxy(ies) to cast all your votes **for** or **against** a resolution, please indicate with "X" in the "**For**" or "**Against**" box in respect of that resolution. Alternatively, please indicate the number of shares **for** or **against** in the "**For**" or "**Against**" box in respect of that resolution. If you wish your proxy(ies) to **abstain** from voting on a resolution, please indicate with "X" in the "**Abstain**" box in respect of that resolution. Alternatively, please indicate the number of shares **abstain** in the "**Abstain**" box in respect of that resolution.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2025.



Total Number of Shares held (Note 1)

Signature(s) of Member(s) / Common Seal

**IMPORTANT: PLEASE READ NOTES OVERLEAF**

## NOTES:

1. Please insert the total number of Shares held by you. If you have shares entered against your name in the Depository Register (maintained by The Central Depository (Pte) Limited), you should insert that number of shares. If you have shares registered in your name in the Register of Members of the Company (maintained by or on behalf 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. If no number is inserted, this instrument appointing proxy or proxies will be deemed to relate to all the Shares held by you.
  2.
    - (a) A member who is not a relevant intermediary is entitled to appoint not more than two (2) proxies to attend, speak and vote at the meeting. Where such member appoints more than one (1) proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the instrument appointing a proxy or proxies. If no proportion of shareholdings is specified, the proxy whose name appears first shall be deemed to carry one hundred per cent (100%) of the shareholdings of his/its appointor and the proxy whose name appears after shall be deemed to be appointed in the alternate.
    - (b) A member who is a relevant intermediary is entitled to appoint more than two (2) proxies to attend, speak and vote at the meeting, but each 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 two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument appointing a proxy or proxies.
- “Relevant intermediary” has the meaning ascribed to it in Section 181 of the Companies Act.
3. A proxy needs not be a member of the Company.
  4. The instrument appointing a proxy or proxies, duly executed, must be deposited at the office of the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., 1 Harbourfront Avenue, Keppel Bay Tower #14-07, Singapore 098632 **by 10 a.m. on 27 April 2025**, being not less than forty-eight (48) hours before the time appointed for holding the Meeting.
  5. The instrument appointing a proxy or proxies must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney duly authorised or its authorised officer or in such a manner as appropriate under applicable laws, failing which the instrument may be treated as invalid.
  6. Where an instrument appointing a proxy or proxies is signed on behalf of the appointor by an attorney, the power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument appointing a proxy or proxies, failing which the instrument may be treated as invalid.
  7. Completion and return of this instrument appointing a proxy or proxies shall not preclude a member from attending and voting at the AGM. Any appointment of a proxy or proxies shall be deemed to be revoked if a 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 instrument of proxy, to the AGM.
  8. For CPF/SRS investors, this proxy form is not valid for their use and shall be ineffective for all intents and purposes if used or purported to be used by them. CPF/SRS investors who hold Shares through CPF Agent Banks or SRS Operators may (a) attend, speak and vote in person; 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 respective CPF Agent Banks or SRS Operators to submit their voting instructions **by 5.00 p.m. on Thursday, 17 April 2025**, being seven (7) working days before the AGM, in which case, the CPF and SRS investors shall be precluded from attending the AGM.

## General:

The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies (including any related attachment). In addition, in the case of a member whose shares are 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 seventy two (72) hours before the time appointed for holding the Meeting, as certified by The Central Depository (Pte) Limited to the Company.

## 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 14 April 2025.



**南方包装集团有限公司**  
**Southern Packaging Group Limited**

Co. Reg. No.: 200313312N  
36 Robinson Road #20-01 City House  
Singapore 068877

[www.southern-packaging.com](http://www.southern-packaging.com)

**CREB**  
Tel: (65) 63278398