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## **CMON LIMITED**

*(Incorporated in the Cayman Islands with limited liability)*

**(Stock Code: 1792)**

### **INTERIM RESULTS ANNOUNCEMENT FOR THE SIX MONTHS ENDED 30 JUNE 2025**

#### **INTERIM RESULTS**

The board (the “**Board**”) of directors (the “**Directors**”) of CMON Limited (the “**Company**”) is pleased to announce the unaudited condensed consolidated financial results of the Company and its subsidiaries (collectively, the “**Group**”) for the six months ended 30 June 2025 together with the comparative figures for the six months ended 30 June 2024 as follows:

#### **CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**

*For the six months ended 30 June 2025*

		<b>Six months ended 30 June</b>	
		<b>2025</b>	<b>2024</b>
		<b>(Unaudited)</b>	<b>(Unaudited)</b>
	<i>Notes</i>	<i>US\$</i>	<i>US\$</i>
<b>Revenue</b>	2, 3	<b>3,433,655</b>	15,916,225
Cost of sales		<u><b>(4,196,326)</b></u>	<u>(7,464,191)</u>
<b>Gross (loss)/profit</b>		<b>(762,671)</b>	8,452,034
Other income		<b>30,130</b>	13,276
Selling and distribution expenses		<b>(1,826,776)</b>	(2,129,833)
General and administrative expenses		<u><b>(4,369,364)</b></u>	<u>(6,030,124)</u>

		<b>Six months ended 30 June</b>	
		<b>2025</b>	<b>2024</b>
		<b>(Unaudited)</b>	<b>(Unaudited)</b>
		<b>US\$</b>	<b>US\$</b>
	<i>Notes</i>		
<b>Operating (loss)/profit</b>		<b>(6,928,681)</b>	<b>305,353</b>
Finance costs		<u><b>(47,566)</b></u>	<u><b>(102,579)</b></u>
<b>(Loss)/profit before income tax</b>		<b>(6,976,247)</b>	<b>202,774</b>
Income tax expense	5	<u>—</u>	<u><b>(28,633)</b></u>
<b>(Loss)/profit after income tax</b>	4	<b>(6,976,247)</b>	<b>174,141</b>
Other comprehensive (loss)/gain		<u>—</u>	<u>—</u>
		<u><b>(6,976,247)</b></u>	<u><b>174,141</b></u>
<b>Total comprehensive (loss)/income for the period attributable to:</b>			
Owners of the Company		<u><b>(6,976,247)</b></u>	<u><b>174,141</b></u>
<b>(Loss)/earnings per share attributable to equity holders of the Company during the period</b>	6	<u><b>(0.00342)</b></u>	<u><b>0.00009</b></u>

# CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2025

		As at 30 June 2025 (Unaudited) US\$	As at 31 December 2024 (Audited) US\$
	Notes		
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	8	16,718,812	17,332,703
Intangible assets	9	6,370,548	6,895,431
Convertible bond loan issued by related party	12	201,000	175,000
Rights-of-use assets		995,774	1,152,580
Rental deposits		86,941	86,941
Pledged deposit		199,400	199,400
		<u>24,572,475</u>	<u>25,842,055</u>
<b>Current assets</b>			
Inventories		2,766,292	2,495,750
Trade and other receivables	10	10,782	9,087
Prepayments and deposits		610,550	675,958
Cash and cash equivalents		904,326	2,097,742
		<u>4,291,950</u>	<u>5,278,537</u>
<b>Total assets</b>		<u><u>28,864,425</u></u>	<u><u>31,120,592</u></u>
<b>EQUITY</b>			
Share capital	11	11,700	14,021
Share premium		12,384,133	12,384,133
Retained earnings		(4,587,093)	2,389,154
Capital reserves		780,499	780,499
Share-based compensation reserves		881,459	881,459
Exchange reserves		(67,930)	(67,930)
Non-controlling interests		(64,965)	(64,965)
<b>Total equity</b>		<u>9,337,803</u>	<u>16,316,371</u>

		As at 30 June 2025 (Unaudited) US\$	As at 31 December 2024 (Audited) US\$
	<i>Notes</i>		
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Bank borrowings		940,543	1,049,710
Deferred income tax liabilities		3,168,777	3,168,777
Lease liabilities		826,753	952,117
		<u>4,936,073</u>	<u>5,170,604</u>
<b>Current liabilities</b>			
Accruals and other payables		660,506	600,128
Bank borrowings		275,100	2,956,437
Amount due to a related party	12	47,310	47,310
Income tax payable		378,202	378,202
Contract liabilities	13	12,969,354	5,360,022
Lease liabilities		260,077	291,518
		<u>14,590,549</u>	<u>9,633,617</u>
<b>Total liabilities</b>		<u>19,526,622</u>	<u>14,804,221</u>
<b>Total equity and liabilities</b>		<u><u>28,864,425</u></u>	<u><u>31,120,592</u></u>

**CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY**  
*For the six months ended 30 June 2025*

	Share Capital US\$	Share Premium US\$	Retained Earnings US\$	Capital Reserves US\$	Shared-based Compensation Reserves US\$	Exchange Reserves US\$	Non- controlling Interests US\$	Total US\$
At 1 January 2025 (audited)	14,021	12,384,133	2,389,154	780,499	881,459	(67,930)	(64,965)	16,316,371
Forfeited shares (unaudited)	(2,321)	—	—	—	—	—	—	(2,321)
<b>Comprehensive income</b>								
Profit for the period (unaudited)	—	—	(6,976,247)	—	—	—	—	(6,976,247)
Other comprehensive loss (unaudited)	—	—	—	—	—	—	—	—
Employee share option granted (unaudited)	—	—	—	—	—	—	—	—
Total comprehensive income/(loss) (unaudited)	—	—	(6,976,247)	—	—	—	—	(6,976,247)
<b>At 30 June 2025 (unaudited)</b>	<b>11,700</b>	<b>12,384,133</b>	<b>(4,587,093)</b>	<b>780,499</b>	<b>881,459</b>	<b>(67,930)</b>	<b>(64,965)</b>	<b>9,337,803</b>
At 1 January 2024 (audited)	11,700	12,384,133	5,436,495	780,499	881,459	(71,328)	(62,141)	19,360,817
Share issuance (unaudited) (restated)	2,321	—	—	—	—	—	—	2,321
<b>Comprehensive income</b>								
Profit for the period (unaudited)	—	—	174,141	—	—	—	—	174,141
Other comprehensive income (unaudited)	—	—	—	—	—	—	—	—
Employee share option granted (unaudited)	—	—	—	—	—	—	—	—
Total comprehensive income (unaudited) (restated)	—	—	174,141	—	—	—	—	174,141
<b>At 30 June 2024 (unaudited) (restated)</b>	<b>14,021</b>	<b>12,384,133</b>	<b>5,610,636</b>	<b>780,499</b>	<b>881,459</b>	<b>(71,328)</b>	<b>(62,141)</b>	<b>19,537,279</b>

## CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

*For the six months ended 30 June 2025*

	<b>Six months ended 30 June</b>	
	<b>2025</b>	<b>2024</b>
	<b>(Unaudited)</b>	<b>(Unaudited)</b>
	<b>US\$</b>	<b>US\$</b>
Net cash generated from operating activities	<b>2,671,947</b>	2,585,480
Net cash used in investing activities	<b>(967,530)</b>	(2,460,841)
Net cash generated from financing activities	<b>(2,897,832)</b>	(1,378,828)
Net decrease in cash and cash equivalents	<b>(1,193,416)</b>	(1,254,189)
Cash and cash equivalents at beginning of period	<b>2,097,742</b>	3,179,243
Exchange difference	<b>—</b>	—
Cash and cash equivalents at end of the period	<b>904,326</b>	1,925,054

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

### 1. BASIS OF PREPARATION

The preparation of unaudited consolidated results in conformity with International Financial Reporting Standards (“IFRSs”) requires the management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses on a year to date basis. Actual results may differ from these estimates.

#### (a) Application of new and amendments to IFRSs

In the current period, the accounting policies applied are consistent with those of the consolidated financial statements for the year ended 31 December 2024, as described in those consolidated financial statements and no new policy was introduced for application.

#### (b) New standards and amendments to standards issued but not effective

New standards and amendments to standards are the same as those followed in the preparation of the Group’s annual report for the year ended 31 December 2024 which have not come into effect for the financial year beginning 1 January 2025, and have not been early adopted by the Group in preparing the unaudited condensed consolidated financial statements. None of these is expected to have a significant effect on the unaudited condensed consolidated financial statements of the Group based on the preliminary assessment made by management.

### 2. SEGMENT INFORMATION

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The Group’s only operating segment, which is also its principal activity, is the design, development and sales of board games, miniature war games and other hobby products.

During the six months ended 30 June 2025 and 2024, revenue was earned from customers located in the following geographical areas:

	Six months ended 30 June	
	2025 (Unaudited) US\$	2024 (Unaudited) US\$
North America	668,501	7,150,338
Europe	1,152,753	4,652,436
Oceania	53,654	359,599
Asia	1,558,747	3,753,852
	<u>3,433,655</u>	<u>15,916,225</u>

### 3. REVENUE

	Six months ended 30 June	
	2025	2024
	(Unaudited)	(Unaudited)
	US\$	US\$
Sales of products	3,374,829	13,917,637
Shipping income in connection with sales of products	58,826	1,998,588
	<u>3,433,655</u>	<u>15,916,225</u>

### 4. PROFIT FOR THE PERIOD

The Group's profit for the period is stated after charging the following:

	Six months ended 30 June	
	2025	2024
	(Unaudited)	(Unaudited)
	US\$	US\$
Cost of inventories	1,602,416	4,752,893
Games development expenses	1,579,434	3,176,772
Merchant account fees	42,375	61,095
Depreciation	1,377,046	1,762,073
Amortisation	729,258	977,530
Convention expenses	13,921	16,598

### 5. INCOME TAX EXPENSE

	Six months ended 30 June	
	2025	2024
	(Unaudited)	(Unaudited)
	US\$	US\$
Current income tax expense	—	28,633
Deferred tax expenses	—	—
	<u>—</u>	<u>28,633</u>

The Group is exempted from taxation in the Cayman Islands and the British Virgin Islands. The companies comprising the Group are subject to the United States of America (the “United States”) corporate tax at the rate of 21% and Singapore corporate income tax at the rate of 17%.

Under the Enterprise Income Tax Law of the PRC (the “EIT Law”) and Regulation on Implementation of the EIT Law, the tax rate of the PRC subsidiaries of the Group is 25% for the six months ended 30 June 2025.



## 6. (LOSS)/EARNINGS PER SHARE

Basic loss (2024: earnings) per share is calculated by dividing the loss (2024: profit) for the period attributable to equity holders of the Company by the weighted average number of ordinary shares in issue during the period.

	Six months ended 30 June	
	2025	2024
	(Unaudited)	(Unaudited)
	US\$	US\$
(Loss)/profit for the period attributable to equity holders of the Company (US\$)	(6,976,297)	174,141
Weighted average number of ordinary shares in issue	<u>2,041,478,453</u>	<u>2,167,200,000</u>
Basic (loss)/earnings per share (US\$)	<u>(0.00342)</u>	<u>0.00009</u>

Diluted (loss)/earnings per share is the same as the basic (loss)/earnings per share as there were no potential dilutive ordinary shares outstanding during the six months ended 30 June 2025 and 2024.

## 7. INTERIM DIVIDEND

The Board did not declare the payment of an interim dividend for the six months ended 30 June 2025 (for the six months ended 30 June 2024: nil).

## 8. PROPERTY, PLANT AND EQUIPMENT

During the six months ended 30 June 2025, the Group acquired property, plant and equipment amounting to approximately US\$0.8 million (for the six months ended 30 June 2024: approximately US\$2.4 million).

## 9. INTANGIBLE ASSETS

During the six months ended 30 June 2025, the Group spent approximately US\$0.2 million on acquisition of intangible assets (for the six months ended 30 June 2024: approximately US\$0.1 million).

## 10. TRADE AND OTHER RECEIVABLES

	As at 30 June 2025 (Unaudited) US\$	As at 31 December 2024 (Audited) US\$
Trade receivables	10,782	—
Less: Provision for loss allowance	<u>—</u>	<u>—</u>
Other receivables	<u>—</u>	<u>9,087</u>
	<u><u>10,782</u></u>	<u><u>9,087</u></u>

During the six months ended 30 June 2025 and the year ended 31 December 2024, the Group granted credit terms of 0 to 30 days and 0 to 60 days to its customers, respectively.

As at 30 June 2025 and 31 December 2024, the ageing analysis of trade receivables by the date on which the respective sales invoices were issued is as follows:

	As at 30 June 2025 (Unaudited) US\$	As at 31 December 2024 (Audited) US\$
1–30 days	10,782	—
30–90 days	<u>—</u>	<u>—</u>
	<u><u>10,782</u></u>	<u><u>—</u></u>

## 11. SHARE CAPITAL

	Number of shares of the Company	Share capital US\$	Share premium US\$
<b>Authorised:</b>			
Ordinary share capital of HK\$0.00005 each on			
1 January 2024, 31 December 2024,			
1 January 2025 and 30 June 2025	<u>7,600,000,000</u>	<u>49,147</u>	<u>—</u>

	Number of shares of the Company	Share capital US\$
<b>Issued</b>		
Ordinary shares at 1 January 2024 (audited)	1,806,000,000	11,700
Issuance of shares ( <i>note</i> ) (unaudited)	361,200,000	2,321
Ordinary shares at 30 June 2024 (unaudited) (restated) and 31 December 2024 (audited)	2,167,200,000	14,021
Forfeited shares ( <i>note</i> ) (unaudited)	(361,200,000)	(2,321)
Ordinary shares at 30 June 2025 (unaudited)	1,806,000,000	11,700
<b>Issued but not fully paid</b>		
Ordinary shares at 1 January 2024 (audited)	—	—
Issuance of shares ( <i>note</i> ) (audited)	361,200,000	2,321
Ordinary shares at 31 December 2024 (audited)	361,200,000	2,321

*Note:*

On 13 April 2024, the Company had entered into share subscription agreements with two subscribers (the “**Subscribers**”) to issue 361,200,000 ordinary shares (the “**Subscription Shares**”) of HK\$0.03 each, representing a discount of approximately 11.76% to the closing market price of the Company’s ordinary shares on 12 April 2024 (the “**Subscription**”).

The Company did not receive the aggregate net proceeds of the Subscription from the Subscribers. The ordinary shares issued as at 6 May 2024 were regarded as non-fully paid issued ordinary shares and the share certificates were kept in the custody of the Company and were not delivered to the Subscribers.

The Company had negotiated with the Subscribers and obtained legal advice from the legal adviser to take appropriate steps to cancel the Subscription Shares. The Subscribers had agreed to pay the par value of the Subscription Shares amounted to HK\$18,060 (equivalent to US\$2,321) (the “**Subscription Shares Receivables**”), and sign the deed of surrender to the Company for cancellation of the Subscription Shares. The Subscription Shares Receivables were recorded as other receivables in the Group’s consolidated statement of financial position as at 31 December 2024. In April 2025, the Company received the legal advice from the legal adviser, the signed deed of surrender and the payment of the Subscription Shares Receivables. All the requirements to cancel the Subscription Shares are fulfilled. The Subscription Shares were cancelled on 28 April 2025. As such, upon cancellation of the Subscription Shares, the issued shares of the Company were reduced from 2,167,200,000 shares to 1,806,000,000 shares and the names of the Subscribers were removed from the register of members of the Company with effect from 28 April 2025. For further details, please refer to the announcements of the Company dated 13 April 2024 and 5 March 2025.

## 12. RELATED PARTY TRANSACTION

Related parties refer to entities to which the Group has the ability, directly or indirectly, to control or exercise significant influence in making financial and operating decisions, or directors or officers of the Group. In addition to those related party transactions and balance disclosed elsewhere in the condensed consolidated financial statements, the Group had the following transactions with its related parties during the period.

### (a) Balances with related party

The Directors are of the view that the following companies that had transactions or balances with the Group are related parties:

Name	Relationship with the Group
CMON Holdings Limited	Ultimate holding company
Monsoon Digital Limited	Related company

As at 30 June 2025, the amount due to ultimate holding company was unsecured, interest-free, denominated in US\$ and repayable on demand. The related company issued a convertible bond for a loan of US\$280,000 and at an interest rate of 2% per annum.

### (b) Key management compensation

	Six months ended 30 June	
	2025 (Unaudited) US\$	2024 (Unaudited) US\$
Wages and salaries	359,088	462,551
Directors' fees	74,323	72,000
Pension costs — defined contribution plans	116,389	128,000
	<u>549,800</u>	<u>662,551</u>

### 13. CONTRACT LIABILITIES

#### Disclosures of revenue-related items:

	As at 30 June 2025 (Unaudited) US\$	As at 31 December 2024 (Audited) US\$
Contract liabilities	<u>12,969,354</u>	<u>5,360,022</u>

#### Significant changes in contract liabilities during the period:

	As at 30 June 2025 (Unaudited) US\$	As at 31 December 2024 (Audited) US\$
Increase due to operations during the period	7,609,332	18,525,077
Transfer of contract liabilities to revenue	<u>—</u>	<u>(19,817,427)</u>

## **MANAGEMENT DISCUSSION AND ANALYSIS**

### **Business Model and Business Overview**

We are a hobby games publisher specialising in developing and publishing mainly tabletop games (including board games and miniature war games). We also started developing and launching mobile games since 2015.

We publish both self-owned games and licensed games. We also distribute third-party tabletop games. We sell our tabletop games mainly through crowd-funding platforms and to wholesalers. We also sell directly to end-users through online stores and through game conventions held once to twice a year.

As at the date of this interim results announcement, we offer a total of 132 games, comprising 126 board games, three miniature war games, two mobile games and one computer game.

### **Long-Term Strategies and Outlook**

In light of the current uncertainty brought about by the trade war, our current strategy is to 1) reduce development costs by focusing only on the development and fulfilment of games already launched; 2) grow the European wholesale market; and 3) initiate production of small games in Europe to reduce logistics cost of fulfilment.

We strive to become a leading developer and publisher of quality tabletop games and are optimistic about the growth and development of the tabletop games industry despite the challenging business conditions currently.

## Financial Review

### Revenue

Revenue decreased by approximately 78.4% from approximately US\$15.9 million for the six months ended 30 June 2024 to approximately US\$3.4 million for the six months ended 30 June 2025, mainly due to the tariffs war which forced the Company to reduce its sales in crowd-funding platforms significantly.

The following tables sets out breakdown of our revenue by sales channels:

	Six months ended 30 June			
	2025		2024	
	(Unaudited)		(Unaudited)	
	US\$	%	US\$	%
<b>Direct</b>				
Crowd-funding platforms	12,933	0.4	9,968,588	62.6
Online store and game conventions	19,974	0.6	38,388	0.2
Mobile games	—	—	—	—
<b>Wholesalers</b>	<u>3,400,748</u>	<u>99.0</u>	<u>5,909,249</u>	<u>37.2</u>
	<u><u>3,433,655</u></u>	<u><u>100.0</u></u>	<u><u>15,916,225</u></u>	<u><u>100.0</u></u>

### Cost of Sales

Cost of sales decreased by 43.8% from approximately US\$7.5 million for the six months ended 30 June 2024 to approximately US\$4.2 million for the six months ended 30 June 2025. The decrease was mainly due to the decrease in sales. Cost of inventory decreased by approximately 66.3% from approximately US\$4.8 million for the six months ended 30 June 2024 to approximately US\$1.6 million for the six months ended 30 June 2025.

### Gross Profit and Gross Profit Margin

Gross profit decreased by approximately 109% from a profit of approximately US\$8.5 million for the six months ended 30 June 2024 to a loss of approximately US\$0.8 million for the six months ended 30 June 2025, mainly due to the decrease in revenue while certain fixed costs in production could not be proportionately reduced. Our gross profit margin decreased from approximately 53.1% for the six months ended 30 June 2024 to approximately -22.2% for the six months ended 30 June 2025.

### Other Income

Other income amounted to US\$13,276 and US\$30,130 for the six months ended 30 June 2024 and 2025, respectively, and the increase was mainly due to the increase in interest received from convertible bond.

### ***Selling and Distribution Expenses***

Selling and distributing expenses amounted to approximately US\$2.1 million and approximately US\$1.8 million for the six months ended 30 June 2024 and 2025, respectively. This was mainly due to the decrease in marketing expenses.

### ***General and Administrative Expenses***

General and administrative expenses for the six months ended 30 June 2024 were approximately US\$6.0 million and decreased to approximately US\$4.4 million for the six months ended 30 June 2025, mainly due to the decrease in game development expense.

## **LIQUIDITY AND FINANCIAL RESOURCES**

During the six months ended 30 June 2025, we financed our operations mainly through cash generated from our internally generated funds and external borrowings.

As at 30 June 2025, the Group's total bank borrowings were approximately US\$1.2 million (31 December 2024: approximately US\$4.0 million), of which (i) approximately US\$1.0 million were denominated in Singapore dollars, with a tenor of 20 years and interests charged at fixed rates from drawdown date till the end of the second year from the respective dates of the banking facility letters and at floating rates for subsequent years; and (ii) approximately US\$0.2 million were denominated in United States dollars, with a tenor of 120 days to 4 years and interests charged at floating rates. Bank borrowings of approximately US\$1.0 million were secured by the Group's properties in Singapore, a corporate guarantee from the Company and a charge over all fixed deposits placed with the relevant bank. As at 30 June 2025, the Group's borrowings were repayable as follows:

	<b>As at 30 June 2025 (Unaudited) US\$</b>	<b>As at 31 December 2024 (Audited) US\$</b>
Within 1 year	<b>275,100</b>	2,956,437
Between 1 and 2 years	<b>125,558</b>	87,476
Between 2 and 5 years	<b>376,673</b>	262,427
Over 5 years	<b>438,312</b>	699,807
Total	<b><u>1,215,643</u></b>	<b><u>4,006,147</u></b>



As at 30 June 2025 and 31 December 2024, we had total cash and cash equivalents and pledged deposit of approximately US\$1.1 million and approximately US\$2.3 million, respectively, which were cash at banks and on hand, denominated in United States dollars, Singapore dollars, Chinese renminbi. The decrease in total cash and cash equivalents and pledged deposits was mainly due to our repayment of bank borrowings.

Going forward, we intend to use our capital to fund our working capital, game development activities, acquisition of intellectual properties as well as the expansion plans as stated in the prospectus of the Company dated 25 November 2016.

## **TREASURY POLICIES**

The proceeds from the Group's sales made through Kickstarter are generally received prior to product delivery and therefore the Group is not exposed to significant credit risk. The Group's trade receivables are mainly related to sales to wholesalers. We have policies in place to assess and monitor the credit worthiness of our wholesalers. The Group performs periodic credit evaluation on our wholesalers and will adjust the credit extended to the wholesalers accordingly. Normally the Group does not require collaterals from trade debtors. Management makes periodic collective assessment as well as individual assessment on the recoverability of trade receivables based on historical payment records, the length of the overdue period, the financial strength of the trade debtors and whether there are any disputes with the relevant debtors.

## **CAPITAL STRUCTURE**

As at 30 June 2025, the Group's capital structure consisted of bank borrowings, capital and reserves attributable to equity holders of the Company, comprising share capital, share premium, retained earnings, capital reserves and other reserves.

## **SIGNIFICANT INVESTMENTS, MATERIAL ACQUISITIONS AND DISPOSALS**

During the six months ended 30 June 2025, the Group had no significant investments, material acquisitions and disposals of subsidiaries, associates and joint ventures.

## **INFORMATION ON EMPLOYEES**

As at 30 June 2025, the Group had 77 employees (30 June 2024: 81). Employees are remunerated according to their performance and work experience. On top of basic salaries, discretionary bonus and/or share options may be granted to eligible staff by reference to the Group's performance as well as individual's performance. The total staff cost (including remuneration of the Directors and mandatory provident fund contributions) for the six months ended 30 June 2025 amounted to approximately US\$1.6 million (for the six months ended 30 June 2024: approximately US\$1.6 million).

## **CHARGES ON ASSETS**

As at 30 June 2025, properties with net book value of approximately US\$1.5 million were charged as collateral for bank borrowings.

## **FUTURE PLANS FOR MATERIAL INVESTMENTS**

As at the date of this interim results announcement, the Group does not have concrete plans for material investments. However, we intend to increase our market share by adding more high-quality games into our portfolio through licensing or acquisition of smaller titles. We also intend to work with more game developers, publishers and Asian-based distributors which may become future acquisition targets. We intend to finance our expansion plans mainly through internally generated funds and external borrowings.

## **GEARING RATIO**

As at 30 June 2025, the Group had short-term and long-term bank borrowings of approximately US\$0.3 million and approximately US\$0.9 million, respectively (31 December 2024: approximately US\$3.0 million and approximately US\$1.0 million, respectively).

As at 30 June 2025, the gearing ratio of the Group, calculated as total liabilities divided by total assets, was approximately 67.9% (31 December 2024: approximately 47.6%).

## **EXPOSURE TO FOREIGN EXCHANGE**

The Group operates mainly out of Singapore and China, while its main customer base is located in the United States. As such, most of the Group's transactions are denominated in United States dollars. The Group currently does not have a foreign currency hedging policy. However, the Group will continue to monitor foreign exchange exposure and will consider hedging significant foreign currency risk should the need arise.

## **CONTINGENT LIABILITIES**

As at 30 June 2025, the Group did not have any significant contingent liabilities (31 December 2024: nil).

## **INTERIM DIVIDEND**

The Board did not declare any interim dividend for the six months ended 30 June 2025 (for the six months ended 30 June 2024: nil).

## EVENTS OCCURRED AFTER 30 JUNE 2025

There was no significant event after 30 June 2025 that required to be disclosed.

## CORPORATE GOVERNANCE AND OTHER INFORMATION

### Corporate Governance Practices

The Group is committed to maintaining high standards of corporate governance to safeguard the interests of the shareholders of the Company (the “**Shareholders**”) and to enhance corporate value and accountability. The Company has adopted the Corporate Governance Code (the “**CG Code**”) as set out in Appendix C1 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) (the “**Listing Rules**”) as its own code of corporate governance. Save as disclosed in this interim results announcement, the Company has, to the best knowledge of the Board, complied with all applicable code provisions of the CG Code during the six months ended 30 June 2025. The Company will continue to review and monitor its corporate governance practices to ensure compliance with the CG Code.

Under code provision C.2.1 of the CG Code, the roles of chairman and chief executive officer should be separate and performed by different individuals. Mr. Ng Chern Ann is currently the chairman and was re-designated as a joint chief executive officer of the Company with the appointment of Mr. David Doust as joint chief executive officer of the Company on 23 January 2020. In view of Mr. Ng being one of the founders of the Group, and his responsibilities in corporate strategic planning and overall business development, the Board believes that it is in the interests of both the Group and the Shareholders to have Mr. Ng taking up both roles for effective management and business development. The Board also meets regularly to review the operation of the Group led by Mr. Ng. Accordingly, the Board believes that this arrangement will not impact the balance of power and authorisations between the Board and the management of the Company. Now that Mr. Ng and Mr. Doust jointly execute the Group’s development strategy and manage the Group’s business operations, the Board will continue to review the effectiveness of the corporate governance structure of the Group in order to assess whether separation of the roles of the chairman and joint chief executive officer is necessary.

### Compliance with the Model Code by Directors in Securities Transactions

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) as set out in Appendix C3 to the Listing Rules as its own code of conduct regarding Directors’ securities transactions. Having made specific enquiries of all the Directors, each of the Directors has confirmed that he/she has complied with the required standard of dealings during the six months ended 30 June 2025.

## **Purchase, Sale or Redemption of Listed Securities of the Company**

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

As at 30 June 2025, the Company did not hold any treasury shares.

## **AUDIT COMMITTEE AND REVIEW OF THE INTERIM RESULTS**

The audit committee of the Company (the “**Audit Committee**”) comprises three members, namely Mr. Wong Yu Shan Eugene (chairman), Mr. Choy Man and Mr. Leung Yuk Hung Paul. All three members are independent non-executive Directors.

The Audit Committee has reviewed, together with the management of the Group, the accounting principles and policies adopted by the Group and discussed with them the unaudited condensed consolidated financial statements and interim results announcement of the Group for the six months ended 30 June 2025, recommending their adoption by the Board.

## **PUBLICATION OF THE INTERIM REPORT**

The interim report of the Company for the six months ended 30 June 2025 will be sent to the Shareholders and available on the Company's website (<http://cmon.com>) and the designated website of the Stock Exchange ([www.hkexnews.hk](http://www.hkexnews.hk)) in due course.

By Order of the Board

**CMON Limited**

**Ng Chern Ann**

*Chairman, Joint Chief Executive Officer and  
Executive Director*

Singapore, 28 August 2025

*As at the date of this announcement, the executive Directors are Mr. Ng Chern Ann, Mr. David Doust and Mr. Koh Zheng Kai; the non-executive Directors are Mr. Frederick Chua Oon Kian and Ms. Li Xuejin; and the independent non-executive Directors are Mr. Wong Yu Shan Eugene, Mr. Choy Man and Mr. Leung Yuk Hung Paul.*