CMON Limited

(Incorporated in the Cayman Islands with limited liability)
Stock Code: 1792

INTERIM REPORT

2025

CONTENTS

CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors

Mr. Ng Chern Ann
(Chairman and Joint Chief Executive Officer)
Mr. David Doust
(Joint Chief Executive Officer)
Mr. Koh Zheng Kai *(will resign with effect from 14 November 2025)*

Non-executive Directors

Mr. Frederick Chua Oon Kian
Ms. Li Xuejin
Mr. David Preti *(resigned with effect from 14 April 2025)*

Independent Non-executive Directors

Mr. Wong Yu Shan Eugene
Mr. Choy Man
Mr. Leung Yuk Hung Paul

Audit Committee

Mr. Wong Yu Shan Eugene *(Chairman)*
Mr. Choy Man
Mr. Leung Yuk Hung Paul

Remuneration Committee

Mr. Leung Yuk Hung Paul *(Chairman)*
Mr. Wong Yu Shan Eugene
Mr. Choy Man

Nomination Committee

Mr. Choy Man *(Chairman)*
Mr. Wong Yu Shan Eugene
Mr. Leung Yuk Hung Paul

AUTHORISED REPRESENTATIVES

Mr. Wong Chun Wing Samuel *(appointed with effect from 28 August 2025)*
Mr. Koh Zheng Kai *(will resign with effect from 14 November 2025)*
Mr. Ng Chern Ann *(will be appointed with effect from 14 November 2025)*
Ms. Ng Sau Mei *(resigned with effect from 28 August 2025)*

COMPANY SECRETARY

Mr. Wong Chun Wing Samuel *(appointed with effect from 28 August 2025)*
Ms. Ng Sau Mei *(resigned with effect from 28 August 2025)*

LEGAL ADVISER

Withers
30/F, United Centre
95 Queensway
Hong Kong
(Solicitors of Hong Kong)

AUDITOR

ZHONGHUI ANDA CPA Limited
Certified Public Accountants
Registered Public Interest Entity Auditors
23/F, Tower 2
Enterprise Square Five
Kowloon Bay
Hong Kong

REGISTERED OFFICE

Offices of Conyers Trust Company
(Cayman) Limited
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman, KY1-1111
Cayman Islands

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS

201 Henderson Road #07/08–01
Apex @ Henderson
Singapore 159545

REGISTERED PLACE OF BUSINESS IN HONG KONG

31/F, Tower Two, Times Square
1 Matheson Street
Causeway Bay
Hong Kong

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE IN THE CAYMAN ISLANDS

Conyers Trust Company (Cayman) Limited
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Tricor Investor Services Limited
17/F, Far East Finance Centre
16 Harcourt Road
Hong Kong

PRINCIPAL BANKER

Development Bank of Singapore
(DBS Bank)
Marina Bay Financial Centre Branch
12 Marina Boulevard Level 40
Marina Bay Financial Centre Tower 3
Singapore 018982

COMPANY'S WEBSITE

http://cmon.com

STOCK CODE

1792

DATE OF LISTING*

2 December 2016

* The Company transferred from GEM to the Main Board of The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") on 19 November 2019.

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

		Six months ended 30 June	
		2025	2024
		(Unaudited)	(Unaudited)
	Notes	**US$**	US$
Revenue	2, 3	**3,433,655**	15,916,225
Cost of sales		**(4,196,326)**	(7,464,191)
Gross (loss)/profit		**(762,671)**	8,452,034
Other income		**30,130**	13,276
Selling and distribution expenses		**(1,826,776)**	(2,129,833)
General and administrative expenses		**(4,369,364)**	(6,030,124)
Operating (loss)/profit		**(6,928,681)**	305,353
Finance costs		**(47,566)**	(102,579)
(Loss)/profit before income tax		**(6,976,247)**	202,774
Income tax expense	5	**—**	(28,633)
(Loss)/Profit after income tax	4	**(6,976,247)**	174,141
Other comprehensive (loss)/gain		**—**	—
		(6,976,247)	174,141
Total comprehensive (loss)/income for the period attributable to:			
Owners of the Company		**(6,976,247)**	174,141
(Loss)/earnings per share attributable to equity holders of the Company during the period	6	**(0.00342)**	0.00009

CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2025

	Notes	**As at 30 June 2025 (Unaudited) US$**	As at 31 December 2024 (Audited) US$
ASSETS			
Non-current assets			
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
		24,572,475	25,842,055
Current assets			
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
		4,291,950	5,278,537
Total assets		**28,864,425**	31,120,592
EQUITY			
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)
Total equity		**9,337,803**	16,316,371

	Notes	As at 30 June 2025 (Unaudited) US$	As at 31 December 2024 (Audited) US$
LIABILITIES			
Non-current liabilities			
Bank Borrowings		**940,543**	1,049,710
Deferred income tax liabilities		**3,168,777**	3,168,777
Lease liabilities		**826,753**	952,117
		4,936,073	5,170,604
Current liabilities			
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
		14,590,549	9,633,617
Total liabilities		**19,526,622**	14,804,221
Total equity and liabilities		**28,864,425**	31,120,592

CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the six months ended 30 June 2025

	Share Capital	Share Premium	Retained Earnings	Capital Reserves	Shared-based Compensation Reserves	Exchange Reserves	Non-controlling interests	Total
	US$	US$	US$	US$	US$	US$	US$	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)**
Comprehensive income								
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)**
At 30 June 2025 (unaudited)	**11,700**	**12,384,133**	**(4,587,093)**	**780,499**	**881,459**	**(67,930)**	**(64,965)**	**9,337,803**
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
Comprehensive income								
Profit for the period (unaudited)	—	—	174,141	—	—	—	—	174,141
Other comprehensive loss (unaudited)	—	—	—	—	—	—	—	—
Employee share option granted (unaudited)	—	—	—	—	—	—	—	—
Total comprehensive income (unaudited) (restated)	—	—	174,141	—	—	—	—	174,141
At 30 June 2024 (unaudited) (restated)	14,021	12,384,133	5,610,636	780,499	881,459	(71,328)	(62,141)	19,537,279

CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

For the six months ended 30 June 2025

	Six months ended 30 June	
	2025	2024
	(Unaudited)	(Unaudited)
	US$	US$
Net cash generated from operating activities	**2,671,947**	2,585,480
Net cash used in investing activities	**(967,530)**	(2,460,841)
Net cash generated from financing activities	**(2,897,832)**	(1,378,828)
Net decrease in cash and cash equivalents	**(1,193,416)**	(1,254,189)
Cash and cash equivalents at beginning of period	**2,097,742**	3,179,243
Exchange difference	**—**	—
Cash and cash equivalents at end of the period	**904,326**	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	2024
	(Unaudited)	(Unaudited)
	US$	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
	3,433,655	15,916,225

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
	3,433,655	15,916,225

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	**—**	—
	—	28,633

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)
(Loss)/profit for the period attributable to equity holders of the Company *(US$)*	**(6,976,297)**	174,141
Weighted average number of ordinary shares in issue	**2,041,478,453**	2,167,200,000
Basic (loss)/earnings per share *(US$)*	**(0.00342)**	0.00009

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	**—**	—
Other receivables	**—**	9,087
	10,782	9,087

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	**—**	—
	10,782	—

11. SHARE CAPITAL

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

	Number of shares of the Company	Share capital
		US$
Issued		
Ordinary shares at 1 January 2024 (audited)	**1,806,000,000**	11,700
Issuance of shares *(note)* (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 *(note)* (unaudited)	**(361,200,000)**	(2,321)
Ordinary shares at 30 June 2025 (unaudited)	**1,806,000,000**	11,700
Issued but not fully paid		
Ordinary shares at 1 January 2024 (audited)	**–**	—
Issuance of shares *(note)* (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 company that had transactions or balances with the Group is a related party:

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	2024
	(Unaudited)	(Unaudited)
	US$	US$
Wages and salaries	**359,088**	462,551
Directors' fees	**74,323**	72,000
Pension costs — defined contribution plans	**116,389**	128,000
	549,800	662,551

13. CONTRACT LIABILITIES

Disclosures of revenue-related items:

	As at 30 June 2025 (Unaudited) US$	As at 31 December 2024 (Audited) US$
Contract liabilities	**12,969,354**	5,360,022

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	**—**	(19,817,427)

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 report, 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$	%
Direct				
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	**—**	**—**	—	—
Wholesalers	**3,400,748**	**99.0**	5,909,249	37.2
	3,433,655	**100.0**	15,916,225	100.0

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:

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

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 report, 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.

SUBSCRIPTION OF NEW SHARES UNDER GENERAL MANDATE

References are made to the announcements of the Company dated 13 April 2024, 5 March 2025 and 30 April 2025 (the "**Announcements**") in respect of the subscription of new shares under general mandate. Unless otherwise defined, capitalised terms here shall have the same meanings as those defined in the Announcements.

As disclosed in the Announcements, the Company would like to update the Shareholders and potential investors of the Company that the Subscription Shares have been cancelled on 28 April 2025 after obtaining legal advice. As such, upon cancellation of the Subscription Shares, the number of issued shares of the Company has been reduced from 2,167,200,000 shares to 1,806,000,000 shares and the names of the Subscribers (being Drum Group Limited and Mana Pool Investments Limited) have been removed from the register of members of the Company.

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 (the "**Listing Rules**") as its own code of corporate governance. Save as disclosed in this interim report, 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. David 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.

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 report of the Group for the six months ended 30 June 2025, recommending their adoption by the Board.

Changes to Directors' Information

Mr. David Preti resigned as a non-executive Director with effect from 14 April 2025 due to his other work commitments.

Save as disclosed in this interim report, the Directors confirm that no other information is required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

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.

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES

As at 30 June 2025, the interests and short positions of the Directors and the chief executives of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (the "**SFO**")) which have been notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have under such provisions of the SFO), or which were recorded in the register required to be kept by the Company pursuant to Section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code as set out in Appendix C3 to the Listing Rules were as follows:

Name	Capacity/Nature of Interest	Number of Underlying Shares (Unlisted and Physically Settled Equity Derivative) Interested[4]	Total Number of Shares and Underlying Shares Interested	Long/ Short Position	Approximate Percentage of Shareholding in the Company (%)
Ng Chern Ann[1] ("**Mr. Ng**")	Interest in controlled corporation/ beneficial owner	15,500,000	450,624,039	Long	24.95
David Doust[2] ("**Mr. Doust**")	Interest in controlled corporation/ beneficial owner	15,500,000	276,574,424	Long	15.31
Frederick Chua Oon Kian[3] ("**Mr. Chua**")	Interest in controlled corporation/ beneficial owner	5,580,000	198,119,232	Long	10.97
Koh Zheng Kai	Beneficial owner	5,800,000	5,800,000	Long	0.32

Notes:

(1) The issued share capital of Cangsome Limited ("**CA SPV**") is wholly-owned by Mr. Ng, an executive Director and the sole director of CA SPV. As at 30 June 2025, CA SPV was beneficially interested in 435,124,039 shares of the Company (the "**Shares**") whereas Mr. Ng was beneficially interested in 15,500,000 share options of the Company (the "**Share Options**").

(2) The issued share capital of Dakkon Holdings Limited ("**DD SPV**") is wholly-owned by Mr. Doust, an executive Director and the sole director of DD SPV. As at 30 June 2025, DD SPV was beneficially interested in 261,074,424 Shares whereas Mr. Doust was beneficially interested in 15,500,000 Share Options.

(3) Magic Carpet Pre-IPO Fund ("**Magic Carpet**") is a private equity investment fund managed by Quantum Asset Management Pte. Ltd. ("**Quantum Asset**") on a discretionary basis. Quantum Asset holds the only issued ordinary share of Magic Carpet and the preference shares in the capital of Magic Carpet are held by investors. Mr. Chua, a non-executive Director, beneficially owns approximately 99.99% of the issued share capital of Quantum Asset and is therefore deemed to be interested in the Shares held by Quantum Asset by virtue of the SFO. Mr. Chua is a director of Magic Carpet and is beneficially interested in 5,580,000 Share Options.

(4) The interests in the underlying Shares represent interests in Share Options granted to the respective Directors to subscribe for Shares.

Save as disclosed above, as at 30 June 2025, none of the Directors or the chief executives of the Company had or was deemed to have any interest or short position in the shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) that was required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have under such provisions of the SFO), or required to be recorded in the register required to be kept by the Company under Section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

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

As at 30 June 2025, to the best knowledge of the Directors, the following persons (not being a Director or chief executive of the Company) had interests or short positions in the Shares or underlying Shares which would fall to be disclosed to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company pursuant to Section 336 of the SFO:

Name	Capacity/Nature of Interest	Total Number of Shares Interested	Long/Short Position	Approximate Percentage of Shareholding in the Company (%)
CA SPV[(1)]	Beneficial owner	435,124,039	Long	24.09
David Preti[(2)] ("**Mr. Preti**")	Interest in controlled corporation/ beneficial owner	297,212,691	Long	16.46
DD SPV[(3)]	Beneficial owner	261,074,424	Long	14.46
Quantum Asset[(4)]	Interest in controlled corporation	237,759,232	Long	13.16
Magic Carpet[(4)]	Beneficial owner	237,759,232	Long	13.16
Magumaki Limited ("**DP SPV**")[(2)]	Beneficial owner	107,663,076	Long	5.96

Notes:

(1) The issued share capital of CA SPV is wholly-owned by Mr. Ng, an executive Director and the sole director of CA SPV. As at 30 June 2025, CA SPV was beneficially interested in 435,124,039 Shares whereas Mr. Ng was beneficially interested in 15,500,000 Share Options.

(2) The issued share capital of DP SPV is wholly-owned by Mr. Preti, the former non-executive Director and the chief operating officer of the Company. As at 30 June 2025, DP SPV was beneficially interested in 107,663,076 Shares, representing approximately 5.96% of issued share capital of the Company, and Mr. Preti was deemed to be interested in the Shares held by DP SPV by virtue of the SFO. As at 30 June 2025, Mr. Preti was also beneficially interested in 174,049,615 Shares and 15,500,000 Share Options.

(3) The issued share capital of DD SPV is wholly-owned by Mr. Doust, an executive Director and the sole director of DD SPV. As at 30 June 2025, DD SPV was beneficially interested in 261,074,424 Shares whereas Mr. Doust was beneficially interested in 15,500,000 Share Options.

(4) Magic Carpet is a private equity investment fund managed by Quantum Asset on a discretionary basis. Quantum Asset holds the only issued ordinary share of Magic Carpet and the preference shares in the capital of Magic Carpet are held by investors. Mr. Chua, a non-executive Director, beneficially owns approximately 99.99% of the issued share capital of Quantum Asset and is therefore deemed to be interested in the Shares held by Quantum Asset by virtue of the SFO. Mr. Chua is a director of Magic Carpet and is beneficially interested in 5,580,000 Share Options.

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

SHARE OPTION SCHEME

In order to incentivise and/or to recognise and acknowledge the contributions that eligible persons have made or may make to our Group, the Company adopted the share option scheme pursuant to written resolutions of the Shareholders passed on 17 November 2016 (the "**Share Option Scheme**").

(i) The participants can be any employee (whether full time or part-time employee) of the Group including any executive Directors, non-executive Directors and independent non-executive Directors, advisors and consultants of the Group.

(ii) The maximum number of Shares in respect of which options may be granted under the Share Option Scheme must not in aggregate exceed 180,600,000 Shares, representing 10% of the total number of Shares in issue (excluding treasury shares) as at the date of this interim report.

(iii) No option shall be granted to any eligible person under the Share Option Scheme if any further grant of options would result in the Shares issued and to be issued upon exercise of all options granted and to be granted to such person (including exercised and outstanding options) in the 12-month period up to and including such further grant would exceed 1% of the total number of Shares in issue unless such further grant has been separately approved by Shareholders in general meeting in accordance with the Listing Rules and with such grantee and his close associates (or associates if he is a connected person) abstained from voting.

(iv) An offer of grant of an option shall remain open for acceptance by an eligible person for a period of not less than 21 days from the date on which the offer was issued or the date on which the conditions (if any) for the offer are satisfied, provided that such date shall not be more than 10 years after the date of adoption of the Share Option Scheme.

(v) A consideration of HK$1.00 is payable to the Company by the eligible person for each acceptance of grant of option(s) and such consideration is not refundable.

(vi) The exercise price in respect of any particular option granted under the Share Option Scheme shall be a price determined by the Board and notified to an eligible person, and shall be at least the highest of: (1) the closing price of the Shares as stated in the Stock Exchange's daily quotations sheet on the date of grant; (2) the average of the closing price of the Shares as stated in the Stock Exchange's daily quotation sheets for the five business days immediately preceding the date of grant of the option; and (3) the nominal value of a Share on the date of grant.

(vii) The Share Option Scheme shall be valid and effective for a period of ten years commencing on the date of adoption of the Share Option Scheme, subject to early termination by the Company in general meeting or by the Board, and the remaining life of this scheme is around 1 year and 2 months.

On 13 August 2018, a total of 74,620,000 Share Options were granted to certain Directors and employees of the Company under the Share Option Scheme with an exercise price of HK$0.232 per Share. The closing price of the Shares immediately before the date of grant was HK$0.229.

Particulars of the Share Options under the Share Option Scheme and their movements during the six months ended 30 June 2025 are set out below:

				Number of Share Options				
Grantees	**Date of grant (dd/mm/yyyy)**	**Exercise price per Share** (HK$)	**Exercise period (dd/mm/yyyy)**	**As at 1 January 2025**	**Granted during the period**	**Exercised during the period**	**Forfeited during the period**	**As at 30 June 2025**
Directors/Former Director								
Ng Chern Ann	13/08/2018	0.232	13/08/2018–12/08/2028 *(Note 1)*	15,500,000	—	—	—	15,500,000
David Doust	13/08/2018	0.232	13/08/2018–12/08/2028 *(Note 1)*	15,500,000	—	—	—	15,500,000
David Preti *(Note 3)*	13/08/2018	0.232	13/08/2018–12/08/2028 *(Note 1)*	15,500,000	—	—	—	15,500,000
Koh Zheng Kai	13/08/2018	0.232	13/08/2018–12/08/2028 *(Note 1)*	5,800,000	—	—	—	5,800,000
Frederick Chua Oon Kian	13/08/2018	0.232	13/08/2018–12/08/2028 *(Note 2)*	5,580,000	—	—	—	5,580,000
Grand Total:				57,880,000	—	—	—	57,880,000

Notes:

1. These Share Options granted under the Share Option Scheme on 13 August 2018 are subject to the following vesting schedules:

   (a) Up to 33% of the Share Options shall be vested to the grantees after expiration of 12 months from the date of grant (i.e. 13 August 2019);

   (b) Up to 33% of the Share Options shall be vested to the grantees after expiration of 24 months from the date of grant (i.e. 13 August 2020); and

   (c) Up to 34% of the Share Options shall be vested to the grantees after expiration of 36 months from the date of grant (i.e. 13 August 2021).

2. These Share Options granted under the Share Option Scheme on 13 August 2018 are subject to the following vesting schedules:

   (a) Up to 50% of the Share Options shall be vested to the grantees after expiration of 12 months from the date of grant (i.e. 13 August 2019); and

   (b) Up to 50% of the Share Options shall be vested to the grantees after expiration of 24 months from the date of grant (i.e. 13 August 2020).

3. Mr. Preti resigned as a non-executive Director with effect from 14 April 2025.

During the six months ended 30 June 2025, no Share Options have been exercised, cancelled or lapsed. Therefore, a total of 146,860,000 Shares, representing approximately 8.13% of the issued share capital of the Company (excluding treasury shares) as at the date of this interim report, may fall to be issued upon exercise of the Share Options that have been granted or may be but not yet granted under the Share Option Scheme.

The total number of Share Options available for grant under the scheme mandate of the Share Option Scheme at the beginning and the end of the financial period are both 88,980,000.

The number of Shares that may be issued in respect of options granted under all schemes of the Company during the financial period divided by the weighted average number of the Shares (excluding treasury shares) in issue during the financial period was approximately 2.67%.

Directors' Rights to Acquire Shares or Debentures

Save as otherwise disclosed in this interim report, at no time during the six months ended 30 June 2025 was the Company or any of its subsidiaries a party to any arrangement that would enable the Directors to acquire benefits by means of acquisition of shares in, or debentures of, the Company or any other body corporate, and none of the Directors or any of their spouses or children under the age of 18 were granted any right to subscribe for the equity or debt securities of the Company or any other body corporate or had exercised any such right.

Directors' and Controlling Shareholders' Interests in Competing Business

During the six months ended 30 June 2025, none of the Directors, controlling Shareholders or their respective associates had engaged in or had any interest in any business which competes or is likely to compete, either directly or indirectly, with the business of the Group.

On behalf of the Board
CMON Limited
Ng Chern Ann
Chairman, Joint Chief Executive Officer
and Executive Director

Singapore, 28 August 2025