

Strength in Unity

Annual Report 2020



Our Advocacy

Delivering great food is our advocacy. Satisfying the wide palate of Singaporeans remains to be our delight; and we just keep getting better at it. Making good on its promise, Old Chang Kee carries on with its tradition of turning simple recipes into high quality dishes at fair prices. This is for the service of many hardworking Singaporeans who deserve all the delectable treats that our kitchen can provide.

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Corporate Profile

Old Chang Kee is synonymous with quality food. An accessible go-to snack creator, a trusted store when you need to grab a bite or fill an empty stomach.



We have been present in Singapore for over 60 years now. And we will remain as your Old Chang Kee, giving the same good old taste you have loved all these years. We specialise in the manufacture and sale of affordable and delectable food products of consistent quality, under the “Old Chang Kee” brand name. Our signature curry puff is sold at our outlets together with over 30 other food products including fishballs, chicken nuggets and chicken wings. We pride ourselves on always innovating and introducing new products for our customers. Most of our sales are on a takeaway basis and our outlets are located at strategic locations to reach out to a wide range of consumers. The Dip ‘n’ Go retail outlet offers delicious food on the go, with a variety of accompanying dips. Bun Times retail outlets offer Hainanese inspired buns with a variety of fillings like curry chicken and coconut. The “Curry Times”, “O’My Kampong” and “Mushroom” dine-in retail outlets carry a range of local delights such as laksa, mee siam, nasi lemak and curry chicken. We also provide catering services to the central business district and selected areas in Singapore.

Chairman's Statement & Operations Review



Dear Shareholders,

It is my pleasure to present to you Old Chang Kee Ltd.'s (the “**Company**” or “**Old Chang Kee**” and together with its subsidiaries, the “**Group**”) Annual Report and the Group’s financial results for the financial year ended 31 March 2020 (“**FY2020**”).

(A) STATEMENT OF COMPREHENSIVE INCOME

FY2020 vs FY2019

The Group’s revenue decreased by approximately S\$1.7 million or 1.9% for the year ended 31 March 2020, mainly due to a decrease in revenue from retail outlets, offset by higher revenue from delivery, catering and events. As at 31 March 2020, the Group operated a total of 89 outlets in Singapore, as compared to 86 outlets as at 31 March 2019.

The Group’s gross profit margin decreased by 0.4% in FY2020, mainly due to higher food, packing materials and manpower cost for FY2020. The increase in selling and distribution (“**S & D**”) expenses was largely due to an increase in depreciation for property, plant and equipment, staff costs, subcontract fees, and utilities expenses.

The increase in depreciation expenses was mainly due to adoption of SFRS(I) 16, which resulted in the recognition of lease-related depreciation attributed to the right-of-use assets.

The decrease in administrative expenses was mainly due to lower professional expenses and lower bonus provision for FY2020. Interest expenses increased by approximately S\$629,000, as the adoption of SFRS(I) 16 resulted in the recognition of lease-related interest expenses attributed to the lease liabilities on the balance sheet.

Other expenses increased by S\$2.0 million, mainly due to

- (i) impairment of amount due from (a) our joint venture in United Kingdom (“**UK**”) of approximately \$1.4 million and (b) the Group’s Malaysian associate of approximately S\$229,000, as both their operations had been adversely affected by the pandemic; and
- (ii) impairment of property, plant and equipment and right-of-use assets of approximately S\$407,000 for retail outlets affected by the pandemic and an increase in fixed assets written off of approximately S\$196,000 due to outlets closure and renovation in FY2020.



The Group's taxation expenses decreased by S\$207,000 or 19.3% mainly due to a decrease in profit for the current financial period offset by higher non tax deductible items for the period.

Due to the reasons stated above, the Group's profit after tax decreased by approximately 80.4%.

(B) STATEMENT OF FINANCIAL POSITION

Non-current assets

The Group's non-current assets increased by approximately S\$15.4 million, mainly due to the recognition of right-of-use assets of S\$19.4 million arising from the adoption of SFRS(I) 16.

This was partially offset by

- (i) a decrease in property, plant and equipment mainly due to depreciation expenses, impairment and assets written off, offset by additions in FY2020;
- (ii) full disposal of the Group's investment in unquoted shares;

- (iii) share of operating losses for the Group's UK joint venture; and
- (iv) a decrease in long term deposits mainly due to reclassification of lease deposits to current assets in accordance with the respective lease tenures, offset by top-up of lease deposit for lease renewals.

Current assets

The Group's current assets increased by approximately S\$1.4 million mainly due to:

- (a) an increase in Job Support Scheme ("JSS") receivables of approximately S\$2.3 million;
- (b) an increase in inventories mainly due to bulk purchase of finished products;
- (c) an increase in short term deposits, mainly due to reclassification of lease deposits in accordance with the respective lease tenures; and


- (d) an increase in restricted cash, due to fixed deposit pledged with a bank to secure bank guarantees.

The increase in current assets was partially offset by:

- (a) full impairment made for the Group's loans to its UK joint venture and Malaysian associate in FY2020, and
- (b) a decrease in cash and bank balances of approximately S\$3.7 million as explained under the statement of cash flow in paragraph (c) below.

Current and non-current liabilities

The increase in the Group's current liabilities was mainly due to recognition of lease liabilities of approximately S\$9.8 million from the adoption of SFRS(I) 16, and deferred JSS income of approximately



S\$ 2.3 million, partially offset by decreases in tax provision and accrued operating expenses during the year.

The increase in the Group's non-current liabilities was mainly due to recognition of lease liabilities of approximately S\$9.9 million from the adoption of SFRS(I) 16, offset by a decrease in deferred tax provision and bank loan repayments made during the year.

Net working capital

As at 31 March 2020, the Group had a negative net working capital of approximately S\$2.4 million

due to the adoption of SFRS(I) 16. Excluding lease liabilities of approximately S\$9.8 million arising from the adoption of SFRS(I) 16, the Group had a positive working capital of S\$7.4 million as of 31 March 2020.

The Board believes that the Group is able to meet its short term debt obligations as and when they fall due, as it still continues to generate positive cash flows from operations.

(C) CASH FLOW

For FY2020, the Group generated an operating profit before working capital changes of approximately S\$20.4 million. Net cash generated from operating activities, inclusive of working capital changes and tax paid, amounted to approximately S\$16.7 million in FY2020.

In FY2020, net cash used in investing activities amounted to approximately S\$2.9 million. This was mainly due to additions of plant and equipment, renovation costs for the Group's new retail outlets and working capital loans to the UK joint venture for the opening of new outlet in the UK.

Net cash used in financing activities amounted to approximately S\$17.5 million in FY2020. This was mainly due to dividends of approximately S\$3.0 million paid during FY2020, repayment of lease obligations inclusive of lease interest, of approximately S\$10.2 million and repayments of bank loans and finance lease during the period, partially offset by refinancing proceeds from bank loans taken for factory renovation.

GOING FORWARD

The impact of Coronavirus Disease 2019 (“**Covid-19**”) on businesses in general has been unprecedented. With significant uncertainty hanging over the entire retail sector both in Singapore and overseas, the Group has impaired (i) its loans to its UK joint venture and Malaysian associate, and (ii) assets of selected outlets located in tourist belts for the financial year ended 31 March 2020.

The vast majority of our over 100 retail outlets in Singapore and overseas have gradually reopened from June 2020 onwards. Nonetheless, the Group will continue to review if there is a need to make further impairment to its assets, depending on how Covid-19 pans out in the months ahead.



Since the onset of the pandemic, the Group has been receiving corporate catering orders (including dormitory orders) for bento meals. These non-retail revenue streams should help to partially offset the expected plunge in retail sales in the coming months.

At this critical juncture, the Board is grateful to the Singapore Government for the unprecedented support measures such as the JSS and the property tax rebates, which will help to cushion the impact of the slowdown in our revenue and operational profits for the next reporting period and the next 12 months.

The Group has been prudent with its spending over the past years. Provided that the health crisis does not deteriorate materially resulting in the complete closure of all our retail outlets for an extended period, the Board believes that the Group’s cash balance is sufficient to buffer against the impact of Covid-19 for at least the next 12 months.

DIVIDENDS

The Directors have proposed a final dividend of 0.5 Singapore cents per ordinary share for FY2020. Due to significant uncertainty on the duration and intensity of the Covid-19 pandemic, a lower ordinary (final) dividend has been proposed for the current financial year compared to the preceding period to conserve the Group’s cash flows.



ACKNOWLEDGEMENT

I would like to express my heartfelt appreciation to our customers for their continued patronage, and our shareholders, Directors, bankers, strategic business partners and our staff for their continued support, especially in these challenging times.

Han Keen Juan
Executive Chairman

Our Brands

Each brand name embodies the unique promise, aspiration and personality of the product. In order to differentiate the product from others in today's competitive market, Old Chang Kee has developed memorable and distinctive brand names for all our products.



O' MY Darling!

Affectionately named O' My Darling, our mobile kitchen has graced many high profile events such as the National Day Parade in Singapore.



Through the nostalgic décor and traditionally-prepared dishes, O' My Kampong is a vintage concept café that aims to revive the memories of a bygone era.



CATERING

Our catering service allows you to enjoy great tasting food from our Old Chang Kee, Curry Times and Bun Times menu at your casual gathering or corporate events.



包含 Bun Times

Leveraging on the curry expertise of Old Chang Kee, Bun Times extends the Company's Hainanese heritage by introducing authentic curry buns, buns with assorted fillings and other traditional snacks.



Established in 1956, Old Chang Kee is a household name in Singapore, best known for its signature curry puffs and a wide variety of high-quality hot finger food.



Mushroom Cafe is an al fresco concept eatery serving a blend of local delights to cater to both the young and old.



Dip'n'Go is our revolutionary concept of delicious food on the go and an exciting variety of accompanying dips.



Curry Times, our curry themed restaurant, continues to delight our customers with authentic home cooked recipes.

Retail Outlets

19/21/23 Mackenzie Road
(Old Chang Kee Coffee House)
313@Somerset
Alexandra Retail Centre
Aljunied MRT Station
AMK Hub
Ang Mo Kio MRT Station
Artra***
Bedok Mall
Bugis Junction
Bukit Batok Mrt Station***
Bukit Merah Central

Bukit Panjang Plaza
Buona Vista MRT Station
Caltex Clementi
Caltex Dunearn
Caltex Jurong West
Caltex Tampines
Causeway Point
Change Alley Mall***
Changi Airport Terminal 3
Changi Airport Terminal 4
Changi City Point
Chinatown Heritage Centre
Chua Chu Kang MRT Station
City Square Mall
Clementi Mall
Compass One

Far East Plaza
Funan DigitalLife Mall
Greenwich V
Heartland Mall
Holland Village MRT Station
Hougang Mall
IMM Building
International Plaza
Ion Orchard
Jem
Jewel Changi Airport
Junction 8 Shopping Centre
Jurong Point Shopping Centre
Kallang MRT Station
Kallang Wave
Kembangan MRT Station
Lot 1 Shoppers' Mall
National University of Singapore (NUS)
Nex Mall
Ngee Ann Polytechnic
Northpoint Shopping Centre
Novena Square
NTUC Hub @ Benoi
Our Tampines Hub
(Old Chang Kee Coffee House)
Paragon
Parkway Parade
Paya Lebar Quarter

Paya Lebar Square
Plaza Singapura
Potong Pasir MRT Station
Sentosa Beach Station
Simei MRT Station
Singapore Cruise Centre
Singpost Centre
SPC East Coast Service Station
SPC Jalan Buroh Service Station
SPC Punggol Service Station
Sun Plaza
Suntec City
Tampines MRT Station
Telok Blangah Community Centre***
Thomson Plaza
Tiong Bahru Plaza
Toa Payoh Hub
Ubi Avenue 2
United Square
V Hotel @ Lavender
VivoCity
Waterway Point
West Mall
White Sands
Wisma Atria
Yew Tee Point

*** (Coming soon)





• MacRitchie Reservoir



• Woodlands MRT Station



• NTUC Hub @ Benoi
• Tiong Bahru Plaza



• Changi Airport Terminal 3
• Changi Airport Terminal 4
• Northpoint City
• Novena Square
• Westgate



• Sengkang Riverside Park

Milestones

1956

Origins of Old Chang Kee's chicken curry puff.

1986

Our Executive Chairman, Han Keen Juan acquired the curry puff business.

2004

Awarded "Singapore Promising Brand Award (SPBA)" by the ASME and Lianhe Zaobao.

Dec 2004: Incorporated "Old Chang Kee Singapore Pte. Ltd."

2005

Awarded "SPBA Heritage Brand Award" and the "SPBA – Distinctive Brand Award" by the ASME and Lianhe Zaobao.

Jan 2005: "Halal" certification by Majlis Ugama Islam Singapura (MUIS).

2007

Awarded "Lifelong Learner Award, Corporate Category" by MediaCorp Radio, Singapore Workforce Development Agency, National Trade and Unions Congress and SPRING Singapore.

May 2007: Obtained Hazard Analysis Critical Control Point (HACCP) certification for the manufacturing of curry puffs and implemented a quality assurance programme.

2008

Launched "The Pie Kia Shop".

Listed on the Catalyst.

Launched flagship restaurant in Chengdu, PRC.

2010

Recognised as an official caterer for the inaugural Singapore 2010 Youth Olympic Games and National Day Parade 2010.

Launched "Mushroom Cafe in the Park".

2012

Hailed as one of the Best Fast-Food Chains in the World by Travel+Leisure, a renowned travel magazine based in New York City.

Launched "Curry Times".

Launched flagship outlet in Perth, Australia.

2013

Our first 2-in-1 concept in Alexandra Retail Centre, with Old Chang Kee sharing the premise with Curry Times Tingkat.

Launched our first Dip 'n' Go outlet at Woodlands MRT Station.

2015

Launched our first Changi Airport outlet in Terminal 3, a 2-in-1 concept with Old Chang Kee sharing the premise with Curry Times.

Winner of Influential Brands' Top 1 Brand, kiosk category.

2016

Celebrating 60 years of history, as Old Chang Kee continues to be part of the Singapore story since 1956.

2017

Received "Halal" certification from Jabatan Kemajuan Islam Malaysia (JAKIM) for our factory in Iskandar Malaysia.

2018

Launched flagship outlet in Covent Garden, London, United Kingdom

Launched "Old Chang Kee Coffee House", our Singapore flagship outlet at the original location opposite Rex Cinema.

2019

Launch of Heritage Puff Series to celebrate the Singapore Bicentennial.

2020

Catering for dormitory workers in Singapore's fight against Covid-19.

Staying Relevant with Agility

The ongoing global health crisis has caused businesses worldwide to suffer from unprecedented setbacks and Old Chang Kee is not spared from its repercussions. We strive to remain prudent and agile by streamlining our operations in accordance with official advisories, and tap on new business opportunities arising from the crisis, such as corporate catering services. The Group is also exploring with e-commerce partners on methods to expand the commercial sale of our food items to remain competitive in this digital age.



Group Structure



Old Chang Kee
Manufacturing Sdn. Bhd.

100%

Ten & Han
Trading Pte Ltd

100%

Old Chang Kee
Australia Pty Ltd

100%

Old Chang Kee
UK Limited

60%

Old Chang Kee
Thailand Co., Ltd.
(Dormant)

40%

Old Chang Kee
(M) Sdn. Bhd.

40%

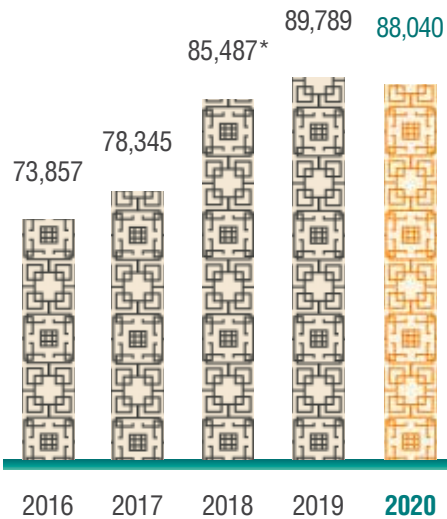
Caring for Our People :-

The safety and well-being of our employees and customers remains our utmost priority. In view of public health risk in the retail service line, our operating frontline staff strength was reduced by about 20%, and vulnerable senior employees were either redeployed to non-customer facing roles or encouraged to clear their annual leave. Albeit these measures would result in a decline in the sales and operating profits during this challenging period, we recognise the importance of practising corporate social responsibility not just for our staff, but also for our community at large.

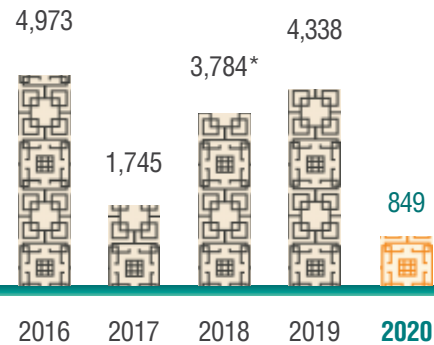


Financial Highlights

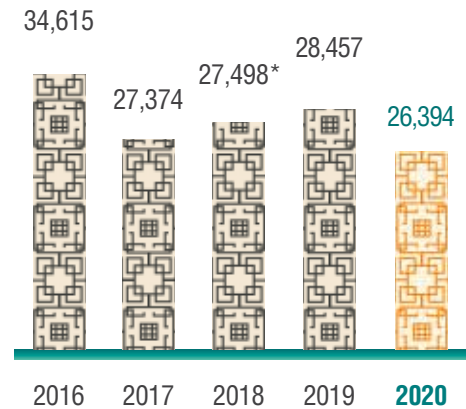
REVENUE S\$'000



NET PROFIT S\$'000



SHAREHOLDER'S EQUITY S\$'000



* Restated due to the adoption of Singapore Financial Reporting Standards (International) that are effective on 1 April 2018.

\$'000	2016	2017	2018*	2019	2020
Revenue	73,857	78,345	85,487	89,789	88,040
Profit before taxation	6,095	2,430	4,736	5,412	1,716
Net profit attributable to shareholders	4,973	1,745	3,784	4,338	849
Shareholders' equity	34,615	27,374	27,498	28,457	26,394
Non-current assets	31,334	30,220	34,808	31,643	47,047
Current assets	23,138	20,492	16,463	19,274	20,712
Non-current liabilities	8,917	7,155	11,021	9,506	18,211
Current liabilities	10,940	16,183	12,752	12,954	23,154

Financial Indicators

Profit before taxation margin	8.3%	3.1%	5.5%	6.0%	1.9%
Net profit margin	6.7%	2.2%	4.4%	4.8%	1.0%
Earnings per share (Singapore cents)	4.10	1.44	3.12	3.57	0.70
Net asset value per share (Singapore cents)	28.52	22.55	22.66	23.45	21.75
Return on equity	14.4%	6.4%	13.8%	15.2%	3.2%
Return on assets	9.1%	3.4%	7.4%	8.5%	1.3%
Current ratio	2.1	1.3	1.3	1.5	0.9

*Restated due to the adoption of Singapore Financial Reporting Standards (International) that are effective on 1 April 2018.

Board of Directors

Han Keen Juan

Executive Chairman

Mr Han Keen Juan is our Executive Chairman and the spouse of Mdm Ng Choi Hong, a deemed controlling shareholder of the Company. He is responsible for the overall management of the Group and leads the Group in setting the Group's mission and objectives as well as developing overall business strategies. He has more than 30 years of sales experience and was instrumental in the establishment, development and expansion of our Group's business.

Lim Tao-E William

Executive Director and Chief Executive Officer

Mr William Lim, our Chief Executive Officer ("CEO"), joined the Group in 1995. William is the nephew of Mr Han Keen Juan and Mdm Ng Choi Hong, and cousin of Ms Chow Hui Shien. He is responsible for the development of new products and expansion of the Group's business into overseas markets, and oversees the business and sales development strategies.

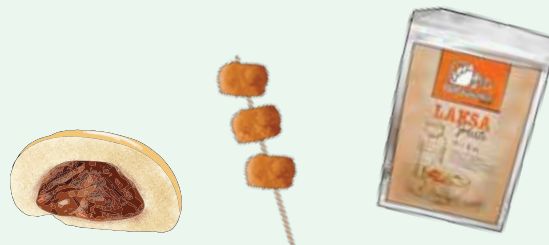
William has more than 20 years of sales experience. He graduated with a Bachelor of Commerce from the Curtin University of Technology in Australia.

Chow Hui Shien

Executive Director and Deputy Chief Executive Officer

Ms Chow Hui Shien, our Deputy CEO, was appointed as our Executive Director on 27 July 2012. Hui Shien is the niece of Mr Han Keen Juan and Mdm Ng Choi Hong, and cousin of Mr Lim Tao-E William. She joined the Group in 2004 with more than seven years of experience in general management. She is responsible for overseeing the general management of our Group including production, logistics, marketing and retail operations. She also participates actively in formulating various branding exercises, business development and sourcing for strategic locations at which to set up new retail outlets for our Group.

Prior to joining our Group, Hui Shien assisted in the incorporation of Hainan Treats Pte. Ltd. and was subsequently appointed as its manager. Her duties included overseeing the retail and production operations and the sales and marketing activities of the Company. She graduated with a Bachelor of Business from the Monash University, Melbourne.



Tan Han Beng

Lead Independent Director

Mr Tan Han Beng, appointed as our Lead Independent Director on 25 July 2019, is a Chartered Accountant (Singapore) with more than 20 years of professional financial experience. He is currently a Senior Vice President with UOB Kay Hian, Corporate Finance and is also an Independent Director of several other companies listed on the Singapore Exchange.

His working experience includes acting as a Registered Professional licensed by the Singapore Exchange and he also holds a Capital Markets Financial Advisory Services license issued by the Monetary Authority of Singapore. He was also previously with a Big Four accounting firm where he performed and led numerous financial, internal and special audit engagements.

Audrey Yap Su Ming

Independent Director

Ms Audrey Yap Su Ming, appointed as our Independent Director on 24 July 2014, is the managing partner of ASEAN Intellectual Property ("IP") specialist & Commercial law firm, Yusarn Audrey. Yusarn Audrey is headquartered in Singapore and has offices in Thailand and Malaysia, and collaboration partner offices in Europe and Philippines.

Known as one of Singapore's outstanding IP experts, Audrey has an international reputation, and has received numerous awards for her role in shaping IP portfolios of companies and industries for value and monetisation, and advising countries on IP policies. Audrey is a qualified lawyer in Singapore and Malaysia, a solicitor of England and Wales, a registered patent agent in Singapore and a Notary Public.

Audrey served as Board Member of Enterprise Singapore, Ministry of Trade and Industry Singapore between 2018-2020. She has been serving a Member of the Board of Directors in IP Office of Singapore ("IPOS") since 2015 and an Adjunct Fellow with the IP Academy of Singapore.

Audrey is the only lawyer in Singapore who has been named one of the World's Leading IP Strategists in a London based survey conducted by IAM magazine for 12 consecutive years, from 2009 till 2020.

Audrey's past accolades include being listed as one of Singapore's leading lawyers in Who's Who Legal, as Asia Law's Market Leading lawyer for IP, and named as one of Singapore's Leading Trademark Professional in World Trademark Reporter. She was also named one of the top Women Business lawyers in Singapore by Euromoney,

She was recently elected as President for LES International to serve in 2020-2021, a leading international association of IP and licensing professionals worldwide and the first from Singapore to achieve this.

She is also the board member of SMEC Committee, Singapore Business Federation (SBF), Council Member of the Workforce Advancement Federation (WAF) and Legal Advisor to the Franchise & License Association (FLA).

Audrey was the regional consultant for the World Intellectual Property Organisation ("WIPO"), a UN specialised agency from 2004-2006 to look at harnessing IP for growth for ASEAN. Audrey was selected by WIPO to serve on a high level expert panel in 2015 on International Technology Transfer in Geneva under the WIPO Development Agenda framework. Audrey recently completed a study for WIPO in 2019 on public sector IP.

In 2012, Audrey served on the IPOS Steering Committee on a National IP Competency Framework as well as on the IP Sub Committee on "Developing a vibrant market place for IP transactions and commercialisation" for the purpose of the IP Hub Master Plan for Singapore, launched in March 2013.

Hawazi Bin Daipi

Independent Director

Mr Hawazi Bin Daipi, appointed as our Independent Director on 24 October 2019, is currently Singapore's Non-Resident Representative to the Palestinian National Authority (PNA) and Non-Resident High Commissioner to the Republic of Ghana. On the

social front, Mr Hawazi is Chairman of the National Council Against Drug Abuse (NCADA). He is also a member of Lee Kuan Yew Bilingual Fund Board; the National Committee on Prevention, Rehabilitation and Recidivism (NCPR); and Advisor to Malay Youth Literary Association (4PM).

He was elected as a Member of Parliament for Sembawang Group Representation Constituency (GRC) for four times from December 1996 to August 2015. Mr Hawazi was appointed as Parliamentary Secretary and later Senior Parliamentary Secretary of the Ministries of Education, Manpower and Health from 2001 to 2015. As a Member of Parliament, he was appointed Chairman of the Government Parliamentary Committee for Manpower (1999 to 2001). He was also Vice-Chairman of the London-based Commonwealth Parliamentary Association (CPA) (2001 to 2003). He was also Chairman of Sembawang Town Council from 2003 to 2015. His other working experiences included being Director of the International Affairs Department in the National Trades Union Congress (NTUC) (1997 to 2001). He was also Executive Secretary of the Port of Singapore Authority (PSA) Workers' Union (1997 to 2001) and Executive Secretary of the Singapore Manual and Mercantile Workers' Union (SMMWU) (1997 to 2001).

Mr Hawazi graduated with a Bachelor of Arts (Honours) in Economics and Geography from the University of Singapore, and also obtained a Diploma in Education from the Institute of Education.

Key Management

Song Yeow Chung

Chief Financial Officer

Mr Song Yeow Chung, who joined the Group in January 2010, is responsible for the Group's full spectrum of financial functions, including financial and management accounting, budgeting and forecasting, as well as internal controls and compliance with corporate, legal, tax, and accounting requirements. Yeow Chung had served as the Group Financial Controller prior to his promotion to Chief Financial Officer with effect from 30 January 2018. He has more than 15 years of experience in financial auditing and accounting.

He is a member of the Institute of Singapore Chartered Accountants and graduated with a Bachelor of Accountancy (Honours) from Nanyang Technological University.

Philip Chow Phee Liat

Overseas Business Development, Senior Manager

Mr Philip Chow joined the Group in April 2005 and has been responsible for overseeing the overseas business operations of the Group since December 2013. He was also appointed as an Executive Director of Old Chang Kee Manufacturing Sdn Bhd, the Group's wholly owned subsidiary, in November 2014. As Senior Manager for Overseas Business Development, he is responsible for business development in overseas markets as well as overall management of the Group's manufacturing facility in Iskandar Malaysia.

Jacky Lee Ah Huat

Head of Production, Senior Manager

Mr Jacky Lee joined the Group in April 2011, and is responsible for overseeing the Group's research and development and food production processes, and ensuring that such processes comply with the stringent standards and procedures established by the Group. Prior to assuming his current position as Head of Production in June 2013, he was the Group's Production Head for Breakfast and Catering, where he was responsible for overseeing the Group's production processes for breakfast products and catering orders.

Don Soh Wen Jie

Retail Operations, Senior Manager

Mr Don Soh joined the Group in May 2010 and is responsible for overseeing the retail operations of the Old Chang Kee and Curry Times outlets, and assisting the Deputy CEO in business development of the Group's business units. Prior to assuming his current position as Retail Operations, Senior Manager, he was the Group's Assistant Manager for Retail and Deputy CEO Office, where he was responsible for overseeing the smooth running of the Group's retail outlets and assisting the Deputy CEO in business development of the Group's business units. Don holds a Diploma in Hotel Management from the Singapore Hotel and Tourism Education Centre.



Corporate Information

Board of Directors

Han Keen Juan
(Executive Chairman)
Lim Tao-E William
(Executive Director and Chief Executive Officer)
Chow Hui Shien
(Executive Director and Deputy Chief Executive Officer)
Tan Han Beng
(Lead Independent Director)
Audrey Yap Su Ming
(Independent Director)
Hawazi Bin Daipi
(Independent Director)

Nominating Committee

Audrey Yap Su Ming - Chairman
Tan Han Beng
Hawazi Bin Daipi

Remuneration Committee

Hawazi Bin Daipi - Chairman
Tan Han Beng
Audrey Yap Su Ming

Audit Committee

Tan Han Beng - Chairman
Audrey Yap Su Ming
Hawazi Bin Daipi

Company Secretaries

Adrian Chan Pengee
Lun Chee Leong
Song Yeow Chung

Registered Office

2 Woodlands Terrace
Singapore 738427
Tel: (65) 6303 2400
Fax: (65) 6303 2415
Email: contact@oldchangkee.com

Share Registrar

Boardroom Corporate &
Advisory Services Pte Ltd
50 Raffles Place
#32-01 Singapore Land Towers
Singapore 048623

Bankers

DBS Bank Ltd.
Oversea-Chinese Banking Corporation Limited
OCBC Bank (Malaysia) Berhad
United Overseas Bank Limited
Commerce International
Merchant Bankers Berhad

Auditors

Ernst & Young LLP
Public Accountants and
Chartered Accountants
One Raffles Quay
North Tower Level 18
Singapore 048583

Audit Partner-In-Charge

Teo Li Ling
(Appointed since financial year
ended 31 March 2018)

Sponsor

PrimePartners Corporate Finance Pte. Ltd.
16 Collyer Quay
#10-00 Income At Raffles
Singapore 049318



Corporate Governance

DISCLOSURE TABLE FOR COMPLIANCE TO THE CODE OF CORPORATE GOVERNANCE AND CATALIST RULES

The Board of Directors (“**Board**”) of Old Chang Kee Ltd. (the “**Company**” and together with its subsidiaries, the “**Group**”) are committed to maintaining high standards of corporate governance and place importance on its corporate governance processes and systems so as to ensure greater transparency, accountability and maximisation of long-term shareholder value.

This report outlines the Company’s corporate governance practices in place during the financial year ended 31 March 2020 (“**FY2020**”), with specific reference made to the Code of Corporate Governance 2018 (the “**Code**”), its related practice guidance (“**PG**”), guidelines from Code of Corporate Governance 2012 (“**Code 2012**”) which are still in effect as well as the disclosure guide developed by the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) in January 2015 (the “**Guide**”).

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company’s Compliance or Explanation
General	(a) Has the Company complied with all the principles and guidelines of the Code? If not, please state the specific deviations and alternative corporate governance practices adopted by the Company in lieu of the recommendations in the Code.	The Company has complied with the principles, provisions and guidelines as set out in the Code, Code 2012 and the Guide, where applicable. Appropriate explanations have been provided in the relevant sections below where there are deviations from the Code, Code 2012 and/or the Guide.
	(b) In what respect do these alternative corporate governance practices achieve the objectives of the principles and conform to the guidelines of the Code?	Not applicable. The Company did not adopt any alternative corporate governance practices in FY2020.

Corporate Governance

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Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation																																								
BOARD MATTERS																																										
THE BOARD'S CONDUCT OF AFFAIRS																																										
1.1 4.2 6.2 10.2	<i>Board composition</i>	<p>As at the date of this report, the Board has six members and comprises the following:</p> <table border="1"> <thead> <tr> <th colspan="2">Composition of the Board</th> <th colspan="3">Composition of the Board Committees</th> </tr> <tr> <th>Name of Director</th> <th>Designation</th> <th>AC⁽¹⁾</th> <th>NC⁽²⁾</th> <th>RC⁽³⁾</th> </tr> </thead> <tbody> <tr> <td>Han Keen Juan</td> <td>Executive Chairman</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Lim Tao-E William</td> <td>Executive Director and Chief Executive Officer (“CEO”)</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Chow Hui Shien</td> <td>Executive Director and Deputy CEO</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Tan Han Beng (Chen Hanming)</td> <td>Lead Independent Director</td> <td>C</td> <td>M</td> <td>M</td> </tr> <tr> <td>Audrey Yap Su Ming</td> <td>Independent Director</td> <td>M</td> <td>C</td> <td>M</td> </tr> <tr> <td>Hawazi Bin Daipi</td> <td>Independent Director</td> <td>M</td> <td>M</td> <td>C</td> </tr> </tbody> </table> <p>Notes:</p> <p>⁽¹⁾ The AC comprises 3 members, the majority of whom, including the Chairman, are independent. All the members of the AC are non-executive Directors.</p> <p>⁽²⁾ The NC comprises 3 members, the majority of whom, including the Chairman, are independent. The Lead Independent Director is a member of the NC.</p> <p>⁽³⁾ The RC comprises 3 members, the majority of whom, including the Chairman, are independent. All the members of the RC are non-executive Directors.</p>	Composition of the Board		Composition of the Board Committees			Name of Director	Designation	AC ⁽¹⁾	NC ⁽²⁾	RC ⁽³⁾	Han Keen Juan	Executive Chairman	–	–	–	Lim Tao-E William	Executive Director and Chief Executive Officer (“CEO”)	–	–	–	Chow Hui Shien	Executive Director and Deputy CEO	–	–	–	Tan Han Beng (Chen Hanming)	Lead Independent Director	C	M	M	Audrey Yap Su Ming	Independent Director	M	C	M	Hawazi Bin Daipi	Independent Director	M	M	C
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Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
	<u>Role of Board</u>	<p>Entrusted to lead and oversee the Group, the Board is to act in the best interests of the Group. In addition to its statutory duties, the Board's principal functions are to:</p> <ul style="list-style-type: none"> (a) Decide on matters in relation to the Group's activities which are of significant nature, including decisions on strategic directions and guidelines and the approval of periodic plans and major investments and divestments, and ensure that the necessary resources are in place for the Group to meet its objectives; (b) Establish a framework of prudent and effective internal controls and risk management strategies which enables risk to be assessed and managed, including safeguarding of shareholders' interests and the Group's assets; (c) Review key management personnel's performance; (d) Ensure good corporate governance practices to protect the interests of shareholders; (e) Oversee, through the NC, the appointments, re-election and resignation of Directors and the Management; (f) Oversee, through the RC, the design and operation of an appropriate remuneration framework; (g) Align the interests of the Board and Management with that of shareholders and balance the interests of all stakeholders; (h) Oversee the quality and integrity of the accounting and financial reporting systems, disclosure controls and procedures and internal controls; and (i) Ensure compliance with all laws and regulations as may be relevant to the business.

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TABLE I - COMPLIANCE WITH THE CODE

Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
	<i>Practices relating to conflict of interest</i>	The Company has in place practices to address potential conflicts of interests. All Directors are required to notify the Company promptly of all conflicts of interest as soon as practicable as well as when required and refresh the required declarations annually. Directors are required to recuse themselves from all deliberations/voting in relation to the matters which he or she has a conflict of interest in, unless the Board is of the opinion that the participation of the conflicted Director is of the best interest to the Company.
1.2	<p><i>Directors' training and orientation</i></p> <p>(a) Are new Directors given formal training? If not, please explain why.</p> <p>(b) What are the types of information and training provided to (i) new Directors and (ii) existing Directors to keep them up-to-date?</p>	<p>All newly appointed Directors will undergo an orientation programme where the Director would be briefed on the Group's history, strategic direction, governance practices, business and organisation structure as well as the expected duties and obligations of a director of a listed company, details of which are set out in a formal appointment letter provided to such newly appointed Director. To get a better understanding of the Group's business, the Director will also be given the opportunity to visit the Group's operational facilities and meet with key management personnel.</p> <p>In addition, as required under the SGX-ST Listing Manual: Section B: Rules of Catalist ("Catalist Rules"), a new Director who has no prior experience as a director of a company listed on the SGX-ST must undergo training as prescribed by the SGX-ST. Such training will be completed within one year of the appointment. The Company will also provide training for first-time directors in areas such as accounting, legal and industry-specific knowledge as appropriate.</p> <p>The Board values on-going professional development and recognises that it is important that all Directors receive regular training to serve effectively on and contribute to the Board. The Board has therefore established a policy on continuous professional development for Directors.</p> <p>To ensure Directors can fulfil their obligations and to continually improve the performance of the Board, all Directors are encouraged to undergo continual professional development. Professional development may relate to a particular subject area, committee membership, or key developments in the Company's environment, provided by accredited training providers such as the Singapore Institute of Directors. Directors are encouraged to consult the Chairman if they consider that they personally, or the Board as a whole, would benefit from specific education or training on matters that fall within the responsibility of the Board or relate to the Company's business. Such training costs are borne by the Company.</p> <p>During FY2020, the Company's external auditor updated the Board on the changes to the accounting standards, and the Company Secretary updated the Board on the revised Code issued on 6 August 2018 and the amendments to the Catalist Rules.</p>

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TABLE I - COMPLIANCE WITH THE CODE														
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation												
	<i>Training attended for FY2020</i>	<p>Courses, conferences and seminars attended by some of the Directors include:</p> <table border="1"> <thead> <tr> <th colspan="3">Table 1.2 – Training(s) attended by Directors in FY2020</th> </tr> <tr> <th>Course Name</th> <th>Course Organiser</th> <th>Attendees</th> </tr> </thead> <tbody> <tr> <td>LED 2 – Board Dynamics</td> <td>Singapore Institute of Directors</td> <td>Hawazi Bin Daipi</td> </tr> <tr> <td>LED 3 – Board Performance</td> <td>Singapore Institute of Directors</td> <td>Hawazi Bin Daipi</td> </tr> </tbody> </table>	Table 1.2 – Training(s) attended by Directors in FY2020			Course Name	Course Organiser	Attendees	LED 2 – Board Dynamics	Singapore Institute of Directors	Hawazi Bin Daipi	LED 3 – Board Performance	Singapore Institute of Directors	Hawazi Bin Daipi
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1.3	<i>Matters requiring Board's approval</i>	<p>The Board continues to approve matters within its statutory responsibilities. Specifically, the Board has direct responsibility for decision-making in, amongst others, the following:</p> <ul style="list-style-type: none"> (a) corporate strategies and business plans; (b) material acquisitions and disposals of assets; (c) material investments; (d) major financing, corporate financial restructuring plans and changes in the capital of the Company; (e) major contracts with third parties; (f) proposals of dividends and other returns to shareholders; (g) approval of budgets, financial results announcements, annual reports and audited financial statements; and (h) interested person transactions exceeding S\$100,000. 												
1.4	<i>Delegation to Board Committees</i>	<p>The Board delegated certain responsibilities to the Audit Committee (the “AC”), the Remuneration Committee (the “RC”) and the Nominating Committee (the “NC”) (collectively, the “Board Committees”). Each of these Board Committees is formed with clear written terms of reference (setting out its composition, authority and duties). The composition of the Board Committees is set out in Section 1.5 of Table I.</p>												

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Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation																																													
1.5	<i>Attendance of Board and Board Committees</i>	<p>The Board meets at least on a half-yearly basis, and as and when circumstances require. In FY2020, the number of Board and Board Committee meetings held, and the attendance of each Board member are shown below.</p> <table border="1"> <caption>Table 1.5 – Board and Board Committee Meetings in FY2020</caption> <thead> <tr> <th></th> <th>Board</th> <th>AC</th> <th>NC</th> <th>RC</th> </tr> </thead> <tbody> <tr> <td>Number of Meetings Held</td> <td>4</td> <td>4</td> <td>1</td> <td>2</td> </tr> <tr> <th>Name of Director</th> <th colspan="4">Number of Meetings Attended</th> </tr> <tr> <td>Han Keen Juan</td> <td>4</td> <td>4*</td> <td>1*</td> <td>2*</td> </tr> <tr> <td>Lim Tao-E William</td> <td>4</td> <td>4*</td> <td>1*</td> <td>2*</td> </tr> <tr> <td>Chow Hui Shien</td> <td>4</td> <td>4*</td> <td>1*</td> <td>2*</td> </tr> <tr> <td>Tan Han Beng (Chen Hanming)⁽¹⁾</td> <td>3</td> <td>3</td> <td>–</td> <td>1</td> </tr> <tr> <td>Audrey Yap Su Ming</td> <td>4</td> <td>4</td> <td>1</td> <td>2</td> </tr> <tr> <td>Hawazi Bin Daipi⁽²⁾</td> <td>2</td> <td>2</td> <td>–</td> <td>1</td> </tr> </tbody> </table> <p>* <i>By invitation</i></p> <p>Notes:</p> <p>⁽¹⁾ <i>Mr Tan Han Beng was appointed to the Board on 25 July 2019.</i></p> <p>⁽²⁾ <i>Mr Hawazi Bin Daipi was appointed to the Board on 24 October 2019.</i></p> <p>The Company's Constitution allows for meetings to be held through telephone and/or videoconference.</p>		Board	AC	NC	RC	Number of Meetings Held	4	4	1	2	Name of Director	Number of Meetings Attended				Han Keen Juan	4	4*	1*	2*	Lim Tao-E William	4	4*	1*	2*	Chow Hui Shien	4	4*	1*	2*	Tan Han Beng (Chen Hanming) ⁽¹⁾	3	3	–	1	Audrey Yap Su Ming	4	4	1	2	Hawazi Bin Daipi ⁽²⁾	2	2	–	1
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Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation																											
1.6	<p><u>Access to information</u></p> <p>What types of information does the Company provide to Independent Directors to enable them to understand its business, the business and financial environment as well as the risks faced by the Company? How frequently is the information provided?</p>	<p>Directors are provided with complete and adequate information related to agenda items in a timely manner for them to make informed decisions and discharge their duties and responsibilities.</p> <p>Management provides the Board with key information that is complete, adequate and timely prior to meetings and whenever required. The information provided Directors for FY2020 is set out in the table below.</p> <table border="1"> <thead> <tr> <th colspan="3">Table 1.6 – Types of information provided by Management</th> </tr> <tr> <th></th> <th>Information</th> <th>Frequency</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Board papers (with background or explanatory information relating to the matters brought before the Board, where necessary)</td> <td>At least half-yearly</td> </tr> <tr> <td>2.</td> <td>Updates to the Group's operations and the markets in which the Group operates in</td> <td>At least half-yearly</td> </tr> <tr> <td>3.</td> <td>Reports received on Group's whistle-blowing policy</td> <td>At least half-yearly</td> </tr> <tr> <td>4.</td> <td>Enterprise risk management report</td> <td>At least half-yearly</td> </tr> <tr> <td>5.</td> <td>Budgets and/or forecasts (with variance analysis) and management accounts (with financial ratios analysis)</td> <td>Annually</td> </tr> <tr> <td>6.</td> <td>External auditors' ("EA") and Internal auditors' ("IA") report(s)</td> <td>Annually</td> </tr> <tr> <td>7.</td> <td>Reports on on-going or planned corporate actions</td> <td>Ad hoc basis</td> </tr> </tbody> </table> <p>Management recognises the importance of circulating information on a timely basis to ensure that the Board has adequate time to review the materials to facilitate a constructive and effective discussion during the scheduled meetings. As such, Management endeavours to circulate information at least three days prior to the meetings to allow sufficient time for review by the Directors.</p> <p>Management will also on best endeavours, encrypt documents which bear material price sensitive information when circulating documents electronically. Management will also provide any additional material information that is requested by Directors or that is necessary to enable the Board to make a balanced and informed assessment of the Group's performance, position and prospects.</p>	Table 1.6 – Types of information provided by Management				Information	Frequency	1.	Board papers (with background or explanatory information relating to the matters brought before the Board, where necessary)	At least half-yearly	2.	Updates to the Group's operations and the markets in which the Group operates in	At least half-yearly	3.	Reports received on Group's whistle-blowing policy	At least half-yearly	4.	Enterprise risk management report	At least half-yearly	5.	Budgets and/or forecasts (with variance analysis) and management accounts (with financial ratios analysis)	Annually	6.	External auditors' ("EA") and Internal auditors' ("IA") report(s)	Annually	7.	Reports on on-going or planned corporate actions	Ad hoc basis
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Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
1.7	<p><i>Change of company secretary</i></p> <p><i>Access to Management and company secretary</i></p> <p><i>Access to professional advice</i></p>	<p>The appointment and removal of the company secretary is a matter for the Board as a whole.</p> <p>Directors have separate and independent access to the Management and company secretary at all times.</p> <p>Individually or collectively, in order to execute their duties, Directors can obtain independent professional advice at the Company's expense where required.</p>
BOARD COMPOSITION AND GUIDANCE		
2.1 2.2 2.3 3.3	<p><i>Board composition</i></p> <p>Does the Company comply with the guideline on the proportion of Independent Directors on the Board? If not, please state the reasons for the deviation and the remedial action taken by the Company.</p>	<p>While Independent Directors make up at least one-third of the Board as required under Guideline 2.1 of Code 2012, the Board notes that Provision 2.2 of the Code requires the Independent Directors to make up majority of the Board when the Chairman is not independent. The Board also acknowledges that Provision 2.3 of the Code requires Non-executive Directors to make up a majority of the Board.</p> <p>The Board had assessed and is satisfied that the Independent Directors lends a strong voice to ensure objective independent decision making by the Board. The Board is also of the view that there are adequate checks and balances, facilitated by internal policies to ensure objective and independent decision making without excessive influence by the Executive Directors and Management. The NC and Board will review the board composition as and when required and institute changes when the need arises.</p>
	<p><i>Lead Independent Director</i></p>	<p>Mr Tan Han Beng has also been appointed as the Lead Independent Director of the Company and makes himself available to shareholders if they have concerns relating to matters that contact through the Chairman, CEO and or Chief Financial Officer (“CFO”) has failed to resolve, or where such contact is inappropriate.</p> <p>The Lead Independent Director makes himself available to shareholders at the Company's general meetings and can be contacted at lancetan75@gmail.com. The Lead Independent Director is also responsible for leading the meetings of independent directors and providing feedback to the Chairman on matters discussed at such meetings. Together with the other Independent Directors, he assists in the development of succession plans for the Chairman and CEO as well as the assessment of the Chairman's remuneration.</p>

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Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
2.1 4.4 Code 2012 – Guideline 2.4	<i>Independence assessment of Directors</i>	<p>The Board considers the existence of relationships or circumstances, including those identified by the Code and Catalist Rules that are relevant to determine whether a Director is independent. In addition, the NC reviews the individual director's declaration in their assessment of independence.</p> <p>The NC has reviewed and confirmed that the independence of the Independent Directors is in accordance with the Code, PG and Catalist Rules. The Independent Directors have also confirmed their independence in accordance with the Code, PG and Catalist Rules.</p> <p>The Company has in place a policy whereby Directors must consult both the Chairman of the Board and the NC Chairman prior to accepting new director appointments. Directors must also immediately report any changes in their external appointments, including any corporate developments relating to their external appointments, which may affect their independence. This ensures that Directors continually meet the stringent requirements of independence under the Code and Catalist Rules.</p>
	<p>(a) Is there any Director who is deemed to be independent by the Board, notwithstanding the existence of a relationship as stated in the Code and Catalist Rules that would otherwise deem him not to be independent? If so, please identify the Director and specify the nature of such relationship.</p> <p>(b) What are the Board's reasons for considering him independent? Please provide a detailed explanation.</p>	<p>There are no Directors who is deemed independent by the Board, notwithstanding the existence of a relationship that would otherwise deem him not to be independent.</p>

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Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
	<p><i>Independent Directors serving beyond nine years</i></p> <p>Has any Independent Director served on the Board for more than nine years since the date of his first appointment? If so, please identify the Director and set out the Board's reasons for considering him independent.</p>	<p>As required by Code 2012, the independence of any director who served beyond nine years from the date of his/her first appointment should be subjected to particularly rigorous review.</p> <p>There are no Independent Directors who has served beyond nine years since the date of his/her first appointment.</p>
	<p><i>Board diversity</i></p> <p>(a) What is the Board's policy with regard to diversity in identifying director nominees?</p>	<p>The Board's policy in identifying director nominees is primarily to have an appropriate mix of members with complementary skills, core competencies and experience for the Group, regardless of gender. The Board is mindful that diversity is not specific to gender or certain personal attributes and would strive to ensure the diversity would enhance the long-term success of the Group. The objective of the policy is to avoid groupthink and foster constructive debate and ensure that composition is optimal to support the Group's needs in the short and long term.</p>
	<p>(b) Please state whether the current composition of the Board provides diversity on each of the following – skills, experience, gender and knowledge of the Company, and elaborate with numerical data where appropriate.</p>	<p>The Board is of the view that the size of the Board and the Board Committees is appropriate for the needs and demands of the Company's and the Group's operations. The current Board comprises Directors who have diverse qualifications, backgrounds, skills and/or experiences in areas such as business management, law, corporate governance, finance, accounting, information technology, strategic planning and relevant industry knowledge/experience. The Board's composition enables management to benefit from a diverse and objective external perspective on issues raised before the Board, and the Directors as a group provide the appropriate balance and mix of skills, knowledge, experience and other aspects of diversity.</p> <p>In addition, our current Board is gender diversified, with female directors comprising one third of the Board.</p>

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	(c) What steps have the Board taken to achieve the balance and diversity necessary to maximise its effectiveness?	<p>The Board took the following steps to maintain or enhance its balance and diversity:</p> <ul style="list-style-type: none"> • Annual review by the NC to assess if the existing attributes and core competencies of the Board are complementary and enhance the efficacy of the Board; and • Annual evaluation by the Directors of the skill sets the other Directors possess, with a view to understand the range of expertise which is lacking by the Board. <p>The NC will consider the results of these exercises in its recommendation for the appointment of new directors and/or the re-appointment of incumbent directors. The NC reviews the board diversity and balance annually, and during FY2020, appointed Mr Tan Han Beng as Lead Independent Director and Mr Hawazi Bin Daipi as Independent Non-executive Director on 25 July 2019 and 24 October 2019 respectively. The NC has reviewed and is satisfied that Mr Tan Han Beng and Mr Hawazi Bin Daipi possess the relevant skillsets and experiences that benefits the Company.</p> <p>Additionally, members of the Board are constantly in touch with the Management to provide advice and guidance on strategic issues and on matters for which their expertise will be constructive to the Group. The NC is of the view that the current Board comprises persons who as a group provide capabilities required for the Board to be effective.</p>
2.5	<i>Meeting in the absence of the Management</i>	<p>The Independent Directors, led by the Lead Independent Director, meet regularly in the absence of key management personnel to discuss concerns or matters such as the effectiveness of Management.</p> <p>For FY2020, the Independent Directors met at least once in the absence of key management personnel.</p>

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CHAIRMAN AND CHIEF EXECUTIVE OFFICER		
3.1 3.2	<i>Role of Chairman and CEO</i>	<p>The Executive Chairman is responsible for the overall management of the Group and leads the Group in setting the Group's mission and objectives as well as developing the overall business strategies. The Executive Chairman also ensures that Board meetings are held when necessary, sets the Board agenda and ensures that all Board members are provided with complete, adequate and timely information. He leads the Board discussions, fostering constructive conditions that renders the Board effective, facilitates effective contribution and promotes high standards of corporate governance.</p> <p>The CEO bears the overall operational responsibility for the Group's business, including the development of new products, expansion of the Group's business into overseas markets, and overseeing the business and sales development strategies. The CEO is assisted by key management personnel. He proposes strategic proposals to the Board and implements decisions made by the Board.</p>
	<i>Relationship between Chairman and CEO</i>	The CEO of the Company, Mr Lim Tao-E William is the nephew of Mr Han Keen Juan, the Executive Chairman of the Company. Notwithstanding the above, the Board has assessed and is satisfied that there is sufficient transparency and accountability in view of the distinction of responsibilities.
BOARD MEMBERSHIP		
4	<i>Steps taken to progressively renew the Board composition</i>	<p>The Board is of the opinion that it would be most effective to draw on the wealth of experience from the longer serving directors while concurrently taking progressive steps to review and consider opportunities to refresh the Board as and when deemed required.</p> <p>To meet the changing challenges in the industry and countries which the Group operates in, such reviews, which includes considering factors such as the expertise, skills and perspectives which the Board needs against the existing competencies would be done on a regular basis to ensure that the Board dynamics remain optimal.</p>

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4.1	<i>Role of NC</i>	<p>The NC is guided by key terms of reference as follows:</p> <ul style="list-style-type: none"> (a) Reviewing of board succession plans for directors, in particular, the Chairman and for the CEO, as well as succession plans for key management personnel; (b) Proposing objective processes and performance criteria for evaluation of the Board's performance as a whole which allows for comparison with industry peers and address how the Board has enhanced long-term shareholder value; (c) Carrying out, at least annually, a formal assessment of the performance and effectiveness of the Board as a whole and its board committees and the contributions of individual Directors to the effectiveness of the Board, based on the process implemented by the Board; (d) Determining annually, and as and when circumstances require, whether a Director is independent, and providing its views to the Board in relation thereto for the Board's consideration; (e) Reviewing the independence of any director who has served on the Board for more than nine (9) years from the date of his first appointment and the reasons for considering him as independent; (g) Where a Director or proposed Director has multiple board representations, deciding whether the Director is able to and has been adequately carrying out his duties as a Director, taking into consideration the Director's number of listed company board representations and other principal commitments¹; (g) Based on the results of the performance evaluation, providing its views and recommendations to the Board, including any appointment of new members; (h) Reviewing training and professional development programmes for the Board and its Directors; and (i) Making recommendations to the Board on matters relating to the appointment and re-appointment of Directors (including alternate directors, if any). <p>¹ <i>The term "principal commitments" shall 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 non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments are not normally considered principal commitments.</i></p>

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Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation																														
		For the review of succession plans and Board's composition for FY2020, the NC also took into consideration the amendments to the Catalist Rules in relation to the continued appointment of an independent director who has served for an aggregate period of more than nine years, bearing in mind that they will come into effect from 1 January 2022.																														
4.3	<p><i>Selecting, Appointment and Re-appointment of Directors</i></p> <p>Please describe the board nomination process for the Company in the last financial year for (i) selecting and appointing new directors and (ii) re-electing incumbent directors.</p>	<table border="1"> <thead> <tr> <th colspan="3" data-bbox="757 586 1759 616">Table 4.3(a) – Selection and Appointment of New Directors</th> </tr> <tr> <th colspan="3" data-bbox="757 616 1759 651">The NC: -</th> </tr> </thead> <tbody> <tr> <td data-bbox="757 651 833 813">1.</td> <td data-bbox="833 651 1030 813">Determine selection criteria</td> <td data-bbox="1030 651 1759 813"> <ul style="list-style-type: none"> In consultation with the Board, identifies the current needs and inadequacies the Board requires to complement and strengthen the Board. Determines the competencies required for the new appointment after such consultation. </td> </tr> <tr> <td data-bbox="757 813 833 904">2.</td> <td data-bbox="833 813 1030 904">Candidate search</td> <td data-bbox="1030 813 1759 904"> <ul style="list-style-type: none"> Considers candidates proposed by the Directors, key management personnel or substantial shareholders, and may engage external search consultants where necessary. </td> </tr> <tr> <td data-bbox="757 904 833 994">3.</td> <td data-bbox="833 904 1030 994">Assesses shortlisted candidates</td> <td data-bbox="1030 904 1759 994"> <ul style="list-style-type: none"> Meets and interviews the shortlisted candidates to assess their suitability, ensuring that the candidates are aware of the expectations and the level of commitment required of them. </td> </tr> <tr> <td data-bbox="757 994 833 1059">4.</td> <td data-bbox="833 994 1030 1059">Proposes recommendations</td> <td data-bbox="1030 994 1759 1059"> <ul style="list-style-type: none"> Makes recommendations for Board's consideration and approval. </td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="3" data-bbox="757 1090 1759 1120">Table 4.3(b) – Re-election of Incumbent Directors</th> </tr> <tr> <th colspan="3" data-bbox="757 1120 1759 1155">The NC: -</th> </tr> </thead> <tbody> <tr> <td data-bbox="757 1155 833 1267">1.</td> <td data-bbox="833 1155 1030 1267">Assesses incumbent director</td> <td data-bbox="1030 1155 1759 1267"> <ul style="list-style-type: none"> Assesses the performance of the director in accordance with the performance criteria set by the Board. Considers the current needs of the Board. </td> </tr> <tr> <td data-bbox="757 1267 833 1357">2.</td> <td data-bbox="833 1267 1030 1357">Proposes re-appointment of director</td> <td data-bbox="1030 1267 1759 1357"> <ul style="list-style-type: none"> Recommends the re-appointment of the Director to the Board for its consideration and approval, subject to its satisfactory assessment. </td> </tr> </tbody> </table>	Table 4.3(a) – Selection and Appointment of New Directors			The NC: -			1.	Determine selection criteria	<ul style="list-style-type: none"> In consultation with the Board, identifies the current needs and inadequacies the Board requires to complement and strengthen the Board. Determines the competencies required for the new appointment after such consultation. 	2.	Candidate search	<ul style="list-style-type: none"> Considers candidates proposed by the Directors, key management personnel or substantial shareholders, and may engage external search consultants where necessary. 	3.	Assesses shortlisted candidates	<ul style="list-style-type: none"> Meets and interviews the shortlisted candidates to assess their suitability, ensuring that the candidates are aware of the expectations and the level of commitment required of them. 	4.	Proposes recommendations	<ul style="list-style-type: none"> Makes recommendations for Board's consideration and approval. 	Table 4.3(b) – Re-election of Incumbent Directors			The NC: -			1.	Assesses incumbent director	<ul style="list-style-type: none"> Assesses the performance of the director in accordance with the performance criteria set by the Board. Considers the current needs of the Board. 	2.	Proposes re-appointment of director	<ul style="list-style-type: none"> Recommends the re-appointment of the Director to the Board for its consideration and approval, subject to its satisfactory assessment.
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		<p>After reviewing and considering the NC's recommendations, the Board would make the decision to appoint the new director and/or propose the re-election of the incumbent director for shareholders' approval.</p> <p>Pursuant to Regulation 95 of the Company's Constitution, at least one-third of the Directors are required to retire by rotation and submit themselves for re-election at each annual general meeting of the Company. The Company's Constitution and the Catalist Rules, provides that all Directors shall retire by rotation at least once every three years and such retiring Director shall be eligible for re-election.</p> <p>The NC, with the respective member interested in the discussion having abstained from the deliberations, recommended Mr Han Keen Juan, Mr Lim Tao-E William and Mr Hawazi Bin Daipi be nominated for re-election at the forthcoming Annual General Meeting ("AGM").</p> <p>Mr Han Keen Juan will, upon re-election as a Director of the Company, remain as an Executive Director and Executive Chairman of the Company. Mr Lim Tao-E William will, upon re-election as a Director of the Company, remain as an Executive Director and CEO of the Company. Mr Hawazi Bin Daipi will, upon re-election as a Director of the Company, remain as an Independent Director, Chairman of the Remuneration Committee, and a member of the Audit Committee and Nominating Committee. Mr Hawazi Bin Daipi will be considered independent for the purposes of the Rule 704(7) of the Catalist Rules.</p>
4.5	<u>Assessment of Directors' duties</u>	<p>Assessment of the individual Directors' performance was based on the criteria set out in Section 5.1 of Table I. The following were used to assess the performance and consider competing time commitments of the Directors: -</p> <ul style="list-style-type: none"> • Declarations by each Director of their other listed company directorships and principal commitments; • Annual confirmations by each Director on his/her ability to devote sufficient time and attention to the Company's affairs, having regard to his/her other commitments; and • Assessment of the individual Directors' performance based on the criteria set out in the response to Provisions 5.1 and 5.2 below.

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	<p><i>Other listed company directorships and principal commitments of Directors</i></p>	<p>The NC had reviewed the time spent and attention given by each of the Directors to the Company's affairs, taking into account the multiple directorships and principal commitments of each of the Directors (if any) as set out below, and is satisfied that all Directors were able to diligently discharge their duties for FY2020.</p> <table border="1" data-bbox="757 563 1759 1146"> <thead> <tr> <th colspan="3" data-bbox="757 563 1759 601">Table 4.5 – Other listed company directorships and principal commitments of Directors</th> </tr> <tr> <th data-bbox="757 601 1087 639">Name of Director</th> <th data-bbox="1087 601 1422 639">Listed Company Directorships</th> <th data-bbox="1422 601 1759 639">Principal Commitments</th> </tr> </thead> <tbody> <tr> <td data-bbox="757 639 1087 677">Han Keen Juan</td> <td data-bbox="1087 639 1422 677">None</td> <td data-bbox="1422 639 1759 677">None</td> </tr> <tr> <td data-bbox="757 677 1087 715">Lim Tao-E William</td> <td data-bbox="1087 677 1422 715">None</td> <td data-bbox="1422 677 1759 715">None</td> </tr> <tr> <td data-bbox="757 715 1087 752">Chow Hui Shien</td> <td data-bbox="1087 715 1422 752">None</td> <td data-bbox="1422 715 1759 752">None</td> </tr> <tr> <td data-bbox="757 752 1087 1146">Tan Han Beng (Chen Hanming)</td> <td data-bbox="1087 752 1422 1146"> <ul style="list-style-type: none"> • Challenger Technologies Limited - Lead Independent Director/Audit Committee Chairman / Member of Nominating and Remuneration Committees • Don Agro International Limited - Independent Director/Audit Committee Chairman / Member of Nominating and Remuneration Committees </td> <td data-bbox="1422 752 1759 1146"> <ul style="list-style-type: none"> • Senior Vice President with UOB Kay Hian, Corporate Finance </td> </tr> </tbody> </table>	Table 4.5 – Other listed company directorships and principal commitments of Directors			Name of Director	Listed Company Directorships	Principal Commitments	Han Keen Juan	None	None	Lim Tao-E William	None	None	Chow Hui Shien	None	None	Tan Han Beng (Chen Hanming)	<ul style="list-style-type: none"> • Challenger Technologies Limited - Lead Independent Director/Audit Committee Chairman / Member of Nominating and Remuneration Committees • Don Agro International Limited - Independent Director/Audit Committee Chairman / Member of Nominating and Remuneration Committees 	<ul style="list-style-type: none"> • Senior Vice President with UOB Kay Hian, Corporate Finance
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	<p><u>Multiple Directorships</u></p> <p>(a) What is the maximum number of listed company board representations that the Company has prescribed for its directors? What are the reasons for this number?</p>	<p>The Board has not capped the maximum number of listed company board representations each Director may hold.</p>
	<p>(b) If a maximum has not been determined, what are the reasons?</p>	<p>The NC is of the view that the effectiveness of each of the Directors is best assessed by a qualitative assessment of the Director's contributions, after considering his or her other listed company board directorships and other principal commitments, not guided by a numerical limit.</p> <p>The NC also believes that it is for each Director to assess his/her own capacity and ability to undertake other obligations or commitments together with serving on the Board effectively. The NC does not wish to omit from consideration outstanding individuals who, despite the demands on their time, have the capacity to value-add and contribute as members of the Board.</p> <p>Furthermore, the Board is of the view that the assessment of whether each Director is able to devote sufficient time to the discharge of his or her duties as Director should not be dependent on or restricted to such Director's number of board representations.</p>
	<p>(c) What are the specific considerations in deciding on the capacity of directors?</p>	<p>The specific considerations in assessing the capacity of Directors include:</p> <ul style="list-style-type: none"> • Expected and/or competing time commitments of Directors, including whether such commitment is a full-time or part-time employment capacity; • Geographical location of Directors; • Size and composition of the Board; • Nature and scope of the Group's operations and size; and • Capacity, complexity and expectations of the other listed directorships and principal commitments held.

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PG 4	<i>Alternate Directors</i>	<p>Alternate directors will be appointed as and when the Board deems necessary. Circumstances which warrant such appointments may include health, age related concerns as well as Management succession plans.</p> <p>The Company currently does not have any alternate directors.</p>						
BOARD PERFORMANCE								
5.1	<i>Performance Criteria</i>	<p>Table 5 sets out the performance criteria, recommended by the NC and approved by the Board, to evaluate the effectiveness of the Board as a whole and assess the contribution by each Director.</p> <table border="1"> <thead> <tr> <th colspan="2">Table 5 – Performance Criteria</th> </tr> <tr> <th>Board and Board Committees: Board Performance Evaluation Form</th> <th>Individual Directors: Directors' Assessment Checklist</th> </tr> </thead> <tbody> <tr> <td> <ol style="list-style-type: none"> 1. Board structure 2. Conduct of meetings / affairs 3. Risk management and internal controls 4. Recruitment and evaluation 5. Compensation 6. Succession planning 7. Financial reporting 8. Communicating with shareholders 9. Assessment of the Chairman and Board Committees </td> <td> <ol style="list-style-type: none"> 1. Attendance at meetings 2. Contributions at meetings and in other areas (e.g. committees / projects) 3. Interactive and personal skills 4. Knowledge, analytical skills and relevant experience 5. Preparedness for the meetings </td> </tr> </tbody> </table> <p>The NC would review the criteria periodically to ensure that the criteria is able to provide an accurate and effective performance assessment taking into consideration industry standards and the economic climate with the objective to enhance long term shareholders value, and thereafter propose amendments if any, to the Board for approval.</p> <p>The NC did not propose any changes to the performance criteria for FY2020 as compared to the previous financial year, as the Board composition and the Group's principal business activities remained the same.</p>	Table 5 – Performance Criteria		Board and Board Committees: Board Performance Evaluation Form	Individual Directors: Directors' Assessment Checklist	<ol style="list-style-type: none"> 1. Board structure 2. Conduct of meetings / affairs 3. Risk management and internal controls 4. Recruitment and evaluation 5. Compensation 6. Succession planning 7. Financial reporting 8. Communicating with shareholders 9. Assessment of the Chairman and Board Committees 	<ol style="list-style-type: none"> 1. Attendance at meetings 2. Contributions at meetings and in other areas (e.g. committees / projects) 3. Interactive and personal skills 4. Knowledge, analytical skills and relevant experience 5. Preparedness for the meetings
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5.2	<p><i>Performance Review</i></p> <p>(a) What was the process upon which the Board reached the conclusion on its performance for the financial year?</p>	<p>The reviews of the performance of the Board, Board Committees and individual Directors are conducted by the NC annually and when the individual Director is due for re-election.</p> <p>For FY2020, the review process was as follows:</p> <ol style="list-style-type: none"> 1. All Directors individually completed Board Performance Evaluation Forms and the Directors' Assessment Checklist on the effectiveness of the Board, Board Committees and the individual Directors based on criteria disclosed in Table 5 of Principle 5.1; 2. The Company Secretary collated and submitted the questionnaire results to the NC Chairman in the form of a report; 3. The NC discussed the report, and in particular matters relating to Board structure, Board processes, risk management, and succession planning; and 4. The results of the performance review were deliberated during the NC meeting and tabled at the Board meeting for further discussion. <p>All NC members have abstained from the voting or review process of any matters in connection with the assessment of his/her performance or re-appointment as a Director of the Company.</p> <p>The Company Secretary acts as an external facilitator in the evaluation process.</p>
	<p>(b) Has the Board met its performance objectives?</p>	<p>The NC, having reviewed the overall performance of the Board in terms of its role and responsibilities and the conduct of its affairs for FY2020, is of the view that the performance of the Board as a whole has been satisfactory, and that the Board has met its performance objectives for FY2020.</p>

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REMUNERATION MATTERS		
DEVELOPING REMUNERATION POLICIES		
6.1 6.3	<i>Composition and Role of the RC</i>	<p>The RC is guided by key terms of reference which includes:</p> <ul style="list-style-type: none"> (a) Reviewing and recommending to the Board, a general framework of remuneration for the Directors and key executives, which will be submitted for endorsement by the entire Board; (b) Reviewing and recommending annually to the Board, the specific remuneration packages for each Director as well as for the key executives; (c) Reviewing all aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses, options, share-based incentives and awards and benefits-in-kind; (d) Reviewing whether Executive Directors, Non-Executive Directors and key executives should be eligible for options, share incentives, awards and other benefits under long term incentive schemes; (e) Considering and approving termination payments, retirement payments, gratuities, ex-gratia payment, severance payments and other similar payments to each member of key management personnel; (f) Reviewing and recommending to the Board the service contracts of the Chairman, CEO and Deputy CEO and ensuring that such services contracts are fair and not excessively long or with onerous renewal/termination clauses; and (g) Generally, perform such other functions and duties as may be required by the relevant laws or provisions of the Catalist Rules and the Code (as may be amended from time to time). <p>The RC's review and recommendations cover all aspects including fees, salaries, allowance, bonuses, options, share-based incentives, awards and benefits-in-kind.</p> <p>Each RC member will abstain from participating in the deliberations of and voting on any resolution in respect of his/her remuneration package or that of employees related to him/her.</p>

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6.4	<u>Engagement of Remuneration Consultants</u>	<p>No remuneration consultants were engaged by the Company in FY2020 as the Company is of the view that the annual review by the RC, which includes the referencing of Directors and key management personnel's remuneration against comparable benchmarks and giving due regard to prevailing market conditions as well as the financial, commercial health and business needs of the Group, is currently sufficient to ensure the continued relevance of such remuneration packages to the Group's strategic business objectives and alignment with market practices.</p> <p>If necessary, the RC may seek expert advice inside and/or outside the Company on remuneration of all Directors.</p>
	<u>"Claw-back" Provisions</u>	<p>There are no contractual provisions which allows the Company to reclaim incentives from the Executive Directors and key management personnel in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company. The Board is of the view that as the Group pays performance bonuses based on the actual performance of the Group and/or Company (and not on forward-looking results) as well as the actual performance of its Executive Directors and key management personnel, "claw-back" provisions in the service agreements may not be relevant or appropriate.</p> <p>Nonetheless, the Company shall consider the said contractual provisions to be included in future renewals of service contracts as recommended by the Code. Save as aforesaid, the Company reserves the rights to employ legal recourse should any Director and/or key management personnel wilfully and negligently engage in any misconduct.</p>

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LEVEL AND MIX OF REMUNERATION		
DISCLOSURE ON REMUNERATION		
7.1 7.2 7.3 8.1	<u>Remuneration Policy</u>	The Company's remuneration policy which covers all aspects of remuneration, including but not limited to directors' fees, salaries, allowances, benefits-in-kind, bonuses, options, share-based incentives and awards, is one that seeks to attract, retain and motivate talent to achieve the Company's business vision and create sustainable value for its stakeholders. The policy articulates to staff that total compensation has been linked to the achievement of organisational and individual performance objectives and benchmarked against relevant and comparative compensation in the market.
	<u>Remuneration Structure for Executive Directors and key management personnel</u> (a) Please describe how the remuneration received by Executive Directors and key management personnel has been determined by the performance criteria.	<p>The Company has entered into service agreements on 13 February 2020 with the three Executive Directors, namely Mr Han Keen Juan, Mr Lim Tao-E William and Ms Chow Hui Shien. The service agreements with the Executive Directors are for a period of three years. The Executive Directors will not be receiving any Directors' fees from the Company or its subsidiary companies. The key terms of the service agreements remain largely the same as the previous service agreements.</p> <p>The remuneration received by the Executive Directors and key management personnel takes into consideration his or her individual performance and contribution towards the overall performance of the Group for FY2020. Their remuneration is made up of fixed and variable compensations. The fixed compensation consists of an annual base salary, fixed allowance and annual wage supplement. The variable compensation is determined based on the level of achievement of corporate and individual performance objectives, for each individual role. and is dependent on the annual profit of the Group.</p> <p>The remuneration structure is linked by incorporating key performance indicators and performance conditions set out in Table 7.1 in this section. The senior management proposes the compensation for the Executive Directors and key management personnel for the RC's review, which would thereafter be recommended for the Board's approval.</p>

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	<p><u>Performance Criteria</u></p> <p>(b) What were the performance conditions used to determine their entitlement under the short term and long-term incentive schemes?</p>	<p>The following performance conditions for determining incentive plans were chosen to motivate Executive Directors and key management personnel to work in alignment with the goals of all stakeholders:</p> <table border="1"> <thead> <tr> <th colspan="2">Table 7.1 - Performance Criteria</th> </tr> <tr> <th></th> <th>Short-term and long-term incentives (such as performance bonus)</th> </tr> </thead> <tbody> <tr> <td>Qualitative</td> <td> <ol style="list-style-type: none"> Leadership and people development Brand development Overseas business development Current market and industry practices Macro-economic factors </td> </tr> <tr> <td>Quantitative</td> <td> <ol style="list-style-type: none"> Annual profit before and after tax Return on equity Relative financial performance of the Group to its industry peers Sales growth </td> </tr> </tbody> </table>	Table 7.1 - Performance Criteria			Short-term and long-term incentives (such as performance bonus)	Qualitative	<ol style="list-style-type: none"> Leadership and people development Brand development Overseas business development Current market and industry practices Macro-economic factors 	Quantitative	<ol style="list-style-type: none"> Annual profit before and after tax Return on equity Relative financial performance of the Group to its industry peers Sales growth
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Qualitative	<ol style="list-style-type: none"> Leadership and people development Brand development Overseas business development Current market and industry practices Macro-economic factors 									
Quantitative	<ol style="list-style-type: none"> Annual profit before and after tax Return on equity Relative financial performance of the Group to its industry peers Sales growth 									
	<p>(c) Were all of these performance conditions met? If not, what were the reasons?</p>	<p>Yes, the RC has reviewed and is satisfied that the performance conditions were met for FY2020.</p>								
7.2	<p><u>Remuneration Structure of Non-Executive Directors</u></p>	<p>The Independent Non-Executive Directors do not have any service contracts and are paid (i) basic directorship fees; and (ii) additional fees for serving as the Chairman on each of the Board Committees. The Independent Non-Executive Directors will each receive their directors' fees in cash.</p> <p>Directors' fees are subjected to shareholders' approval at a general meeting. The fees for the financial year in review are determined in the previous financial year, and were proposed by the Management, submitted to the RC for review, and thereafter recommended for endorsement by the Board and subjected to the approval of shareholders at the AGM.</p> <p>The RC has reviewed and assessed that the remuneration of the Non-Executive Directors for FY2020 is appropriate, considering the effort, time spent and responsibilities.</p>								

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE

Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation																																																																		
8.1(a) 8.1(b)	(a) Has the Company disclosed each Director's and the CEO's remuneration as well as a breakdown (in percentage or dollar terms) into base/fixed salary, variable or performance-related income/bonuses, benefits in kind, stock options granted, share-based incentives and awards, and other long-term incentives? If not, what are the reasons for not disclosing so?	<p>The breakdown for the remuneration of the Directors and the CEO for FY2020 is as follows:</p> <table border="1" data-bbox="753 508 1757 954"> <thead> <tr> <th data-bbox="753 508 1052 601">Name</th> <th data-bbox="1052 508 1210 601">Fixed Remuneration⁽¹⁾ (%)</th> <th data-bbox="1210 508 1348 601">Performance Bonus⁽¹⁾ (%)</th> <th data-bbox="1348 508 1485 601">Directors Fees (%)</th> <th data-bbox="1485 508 1622 601">Benefits-in-kind (%)</th> <th data-bbox="1622 508 1757 601">Total (%)</th> </tr> </thead> <tbody> <tr> <td colspan="6" data-bbox="753 601 1757 636">Band V: Between S\$1,000,001 to S\$1,250,000</td> </tr> <tr> <td data-bbox="753 636 1052 671">Han Keen Juan</td> <td data-bbox="1052 636 1210 671">78</td> <td data-bbox="1210 636 1348 671">20</td> <td data-bbox="1348 636 1485 671">–</td> <td data-bbox="1485 636 1622 671">2</td> <td data-bbox="1622 636 1757 671">100</td> </tr> <tr> <td colspan="6" data-bbox="753 671 1757 706">Band IV: Between S\$750,001 to S\$1,000,000</td> </tr> <tr> <td data-bbox="753 706 1052 740">Lim Tao-E William</td> <td data-bbox="1052 706 1210 740">77</td> <td data-bbox="1210 706 1348 740">22</td> <td data-bbox="1348 706 1485 740">–</td> <td data-bbox="1485 706 1622 740">1</td> <td data-bbox="1622 706 1757 740">100</td> </tr> <tr> <td colspan="6" data-bbox="753 740 1757 775">Band III: Between S\$500,001 to S\$750,000</td> </tr> <tr> <td data-bbox="753 775 1052 810">Chow Hui Shien</td> <td data-bbox="1052 775 1210 810">68</td> <td data-bbox="1210 775 1348 810">30</td> <td data-bbox="1348 775 1485 810">–</td> <td data-bbox="1485 775 1622 810">2</td> <td data-bbox="1622 775 1757 810">100</td> </tr> <tr> <td colspan="6" data-bbox="753 810 1757 845">Band I: Below S\$250,000</td> </tr> <tr> <td data-bbox="753 845 1052 879">Tan Han Beng (Chen Hanming)</td> <td data-bbox="1052 845 1210 879">–</td> <td data-bbox="1210 845 1348 879">–</td> <td data-bbox="1348 845 1485 879">100</td> <td data-bbox="1485 845 1622 879">–</td> <td data-bbox="1622 845 1757 879">100</td> </tr> <tr> <td data-bbox="753 879 1052 914">Audrey Yap Su Ming</td> <td data-bbox="1052 879 1210 914">–</td> <td data-bbox="1210 879 1348 914">–</td> <td data-bbox="1348 879 1485 914">100</td> <td data-bbox="1485 879 1622 914">–</td> <td data-bbox="1622 879 1757 914">100</td> </tr> <tr> <td data-bbox="753 914 1052 949">Hawazi Bin Daipi</td> <td data-bbox="1052 914 1210 949">–</td> <td data-bbox="1210 914 1348 949">–</td> <td data-bbox="1348 914 1485 949">100</td> <td data-bbox="1485 914 1622 949">–</td> <td data-bbox="1622 914 1757 949">100</td> </tr> </tbody> </table> <p data-bbox="753 976 801 999">Note:</p> <p data-bbox="753 1025 1757 1075">⁽¹⁾ Fixed remuneration and performance bonus include employer's contribution to Central Provident Fund ("CPF").</p> <p data-bbox="753 1100 1757 1180">The Directors' remuneration for FY2020 has been disclosed in bands of S\$250,000. The remuneration of each individual Director to the nearest thousands is not disclosed due to competitive pressures in the niche food kiosk industry and talent market.</p> <p data-bbox="753 1211 1757 1262">There was no termination, retirement, post-employment benefits that may be granted to the Directors, the CEO and top key management personnel.</p>	Name	Fixed Remuneration ⁽¹⁾ (%)	Performance Bonus ⁽¹⁾ (%)	Directors Fees (%)	Benefits-in-kind (%)	Total (%)	Band V: Between S\$1,000,001 to S\$1,250,000						Han Keen Juan	78	20	–	2	100	Band IV: Between S\$750,001 to S\$1,000,000						Lim Tao-E William	77	22	–	1	100	Band III: Between S\$500,001 to S\$750,000						Chow Hui Shien	68	30	–	2	100	Band I: Below S\$250,000						Tan Han Beng (Chen Hanming)	–	–	100	–	100	Audrey Yap Su Ming	–	–	100	–	100	Hawazi Bin Daipi	–	–	100	–	100
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Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
	<p>(b) Has the Company disclosed each key management personnel's remuneration, in bands of S\$250,000 or more in detail, as well as a breakdown (in percentage or dollar terms) into base/fixed salary, variable or performance-related income/bonuses, benefits in kind, stock options granted, share-based incentives and awards, and other long-term incentives? If not, what are the reasons for not disclosing so?</p>	<p>For competitive reasons and to maintain confidentiality of staff remuneration in the interest of the Company, the names and remuneration details of the top five key executives, including the aggregate remuneration paid to the top five key executives, are not disclosed.</p> <p>The remuneration for each of the top five key executives (who are not Directors) for FY2020 fell within the band of S\$250,000 and below.</p>
	<p>(c) Please disclose the aggregate remuneration paid to the top five key management personnel (who are not Directors or the CEO).</p>	<p>Please refer to the above.</p>
8.2	<p><u>Related Employees</u></p> <p>Is there any employee who is an immediate family member of a Director or the CEO, and whose remuneration exceeds S\$100,000 during the last financial year? If so, please identify the employee and specify the relationship with the relevant Director or the CEO.</p>	<p>Mr Philip Chow Phee Liat is the brother of Ms Chow Hui Shien, the Company's Deputy CEO and Executive Director, and he is the Overseas Business Development Manager of the Group.</p> <p>For FY2020, the remuneration of Mr Philip Chow Phee Liat was between S\$100,000 and S\$150,000.</p>

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TABLE I - COMPLIANCE WITH THE CODE

Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
8.3	<i>Employee Share Scheme(s)</i>	<p>The Company had no employee share schemes during FY2020 as the Old Chang Kee Performance Share Scheme ("Scheme"), had expired on 28 April 2019, being the expiry of the 10-year period commencing on the adoption date of the Scheme on 29 April 2009. The Company had not adopted a new employee share scheme thereafter.</p> <p>The Company is of the view that performance bonus is sufficient to reward high-performing employees for the time being, given the current nature and scope of the Group's operations and size. The RC will periodically review the Company's remuneration tools and assess if share-based incentive schemes should be adopted going forward, giving due consideration to factors such as the prevailing market practice, size and scope of the Group's operations and relevant tax implications.</p>
ACCOUNTABILITY AND AUDIT		
RISK MANAGEMENT AND INTERNAL CONTROLS		
9 9.1	<i>Risk Governance by the Board</i>	<p>The Board is responsible for the governance of risk and sets the direction for the Group in the way risks are managed in the Group's businesses, and oversees the Management in the design, implementation and monitoring of the risk management and internal control system.</p> <p>The Board reviews the adequacy and effectiveness of the Company's risk management and internal control systems, including financial, operational, compliance and information technology controls, at least annually.</p> <p>To assist the Board, the Board has established the risk management committee (the "RMC"), a dedicated risk committee headed by the Company's Deputy CEO, Ms Chow Hui Shien and comprises management staff as its members. The RMC is responsible to review and make recommendations on the type and level of risks that the Group undertakes on an integrated basis to achieve its business strategies and the appropriate framework and policies for managing risks that are consistent with the Group's risk appetite. The RMC reviews all significant control policies and procedures and highlights any significant matters to the AC.</p>

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Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
	<i>Identification of the Group's risks</i>	The Executive Directors meet with key management personnel on an ongoing basis to discuss operational, business and strategic matters, and sets the risk tolerance thresholds which have been reviewed and approved by the Board and AC. During these meetings, key projects and operational risks are identified and discussed, along with proposed mitigating measures to address these risks to ensure residual risks are mitigated to an acceptable level. Follow-ups are then performed in subsequent meetings to ensure mitigating actions are executed. Any significant issues identified from these meetings are brought to the attention of the AC and subsequently the Board on at least a half-yearly basis.
	<i>Management of risks</i>	<p>The Group has in place a structured and systematic approach to risk management and aims to mitigate the exposures through appropriate risk management strategies and internal controls, which parameters have been reviewed and approved by the Board on an annual basis. Risk management in the Group is a continuous, iterative and integrated process which has been incorporated into various planning, approval, execution, monitoring, review and reporting systems. The Group adopts a top-down as well as bottom-up approach on risk management to ensure strategic, business, operational, financial, reporting, compliance and information technology risk exposures are identified and appropriately managed.</p> <p>At least once a year, the Group undertakes a formal enterprise-wide review of the adequacy and effectiveness of its risk management and internal control systems, including financial, operational, compliance and information technology controls. During this exercise, risk owners review and update the risks and controls for their respective areas. The result of this annual risk review is presented to the AC and the Board to ensure enterprise risks are appropriately identified and managed such that residual risks are acceptable given the operational nature of the business.</p>

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TABLE I - COMPLIANCE WITH THE CODE

Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
9.2	<p><i>Confirmation of Internal Controls</i></p> <p>(a) In relation to the major risks faced by the Company, including financial, operational, compliance, information technology and sustainability, please state the bases for the Board's view on the adequacy and effectiveness of the Company's internal controls and risk management systems.</p>	<p>The Board, with the concurrence of the AC, is of the view that the Company's internal controls (including financial, operational, compliance and information technology controls) and risk management systems were adequate and effective for FY2020.</p> <p>The bases for the Board's view are as follows:</p> <ol style="list-style-type: none"> 1. Assurance has been received from the CEO and CFO (refer to Section 9.2(b) of Table I); 2. Both external and internal audits have been carried out by the EA and IA respectively, and significant matters highlighted to the AC and key management personnel were appropriately addressed; 3. The RMC evaluates, monitors material risks and reports to the AC on a regular basis; 4. Discussions were held between the AC and auditors in the absence of the key management personnel to review and address any potential concerns; 5. An enterprise risk management framework was established to identify, manage and mitigate significant risks; and 6. Risk appetite statements with tolerance limits have been approved by the Board to contain risks within acceptable levels. <p>The system of internal controls and risk management policies established by the Company is designed to manage, rather than eliminate, the risk of failure in achieving the Company's strategic objectives. The Board notes that no system of internal controls and risk management can provide absolute assurance in this regard, or absolute assurance against the occurrence of material errors, poor judgment in decision making, human error, losses, fraud or other irregularities.</p>

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TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
	(b) In respect of the past 12 months, has the Board received assurance from the CEO and the CFO as well as the IA that: (i) the financial records have been properly maintained and the financial statements give true and fair view of the Company's operations and finances; and (ii) the Company's risk management and internal control systems are effective? If not, how does the Board assure itself of points (i) and (ii) above?	<p>Yes, the Board has obtained such assurance from the CEO and CFO in respect of FY2020.</p> <p>The Board had additionally relied on IA reports in respect of, amongst others, revenue and receipts, handling of daily earnings and compliance with Singapore Food Agency guidelines and Majlis Ugama Islam Singapura guidelines issued to the Company as assurances that the Company's risk management and internal control systems are effective.</p>
AUDIT COMMITTEE		
10.1 10.3	<i>Role of the AC</i>	<p>All members of the AC are Non-Executive Directors who are independent and do not have any management and business relationships with the Company or any substantial shareholder of the Company. None of the AC members were previous partners or directors of the Company's external audit firm within a period of two years commencing on the date of their ceasing to be a partner of the external audit firm, if applicable, and none of the AC members hold any financial interest in the external audit firm.</p> <p>The AC is guided by its key terms of reference, which includes:</p> <ul style="list-style-type: none"> (i) Reviewing the significant financial reporting issues and judgements to ensure the integrity of the financial statements of the Company and any formal announcements relating to the Group's financial performance; (ii) Reviewing and reporting to the Board at least annually the adequacy and effectiveness of the Company's internal controls, including financial, operational, compliance and information technology controls. Review of the Company's internal controls may be carried out with the assistance of externally appointed professionals;

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE

Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
		<p>(iii) Reviewing the assurance from the CEO/MD and the CFO on the financial records and financial statements;</p> <p>(iv) Reviewing the adequacy, effectiveness, independence, scope and results of the external audit and internal audit function, which includes:</p> <ul style="list-style-type: none"> a. reviewing the audit plan of the external auditors, including the nature and scope of the audit, before the audit commences; b. reviewing the results of external audit, in particular their audit report and their management letter, and Management's response thereto; c. reviewing the independence of the external auditors annually and where the external auditors also provide a substantial volume of non-audit services to the Company, keep the nature and extent of such service under review, seeking to maintain objectivity; d. reviewing the co-operation given by the Company's officers to the external auditors; e. making recommendations to the Board on the proposals to shareholders on the appointment, re-appointment and removal of the external auditors, and approving the remuneration and terms of the engagement of the external auditors; f. approval of the hiring, removal, evaluation and compensation of the head of the internal audit function or the accounting/auditing firm or corporation to which the internal audit function is outsourced; g. reviewing whether the internal audit function is adequately resourced, is independent of the activities it audits, and has appropriate standing within the Company. The internal audit function can either be in-house, outsourced to a reputable accounting/auditing firm, or performed by a major shareholder, holding company, parent company or controlling enterprise with an internal audit staff; h. reviewing, at least annually, the adequacy and effectiveness of the Company's internal audit function; i. meeting with the external auditors, and the internal auditors, in each case without the presence of Management, at least annually;

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TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
		<p>(v) Reviewing the policy and arrangements by which concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on;</p> <p>(vi) Commissioning and reviewing the findings of internal investigations into matters where there is suspicion of fraud or irregularity or failure of internal controls or infringement of any Singapore law, rule or regulation, which has or is likely to have a material impact on the Company and the Group's operating results and/or financial position; and</p> <p>(vii) Generally, performing such other functions and duties as may be required by the relevant laws or provisions of the Catalist Rules and the Code (as may be amended from time to time).</p>
	<u>Whistle Blowing Policy</u>	The Company has in place a whistle-blowing policy which has been communicated to all employees and is available on its website. The Company's staff and any other persons may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters by submitting a whistle blowing report to the Chairman of the AC at lancetan75@gmail.com. Only the Chairman of the AC has access to this email address.
10.2	<u>Qualification of the AC members</u>	<p>Yes. The Board considers Mr Tan Han Beng, who has extensive and practical accounting and financial management knowledge and experience, well qualified to chair the AC. All members of the AC also have recent and relevant experience in accounting and financial management.</p> <p>The members of the AC collectively have many years of strong accounting and related financial management expertise and experience and are appropriately qualified to discharge their responsibilities.</p>
10.4	<u>Internal Audit Function</u>	<p>The Company's internal audit function is outsourced to Ardent Business Advisory Pte Ltd that reports directly to the AC Chairman and administratively to the Management. The AC is responsible for the hiring, removal, evaluation and compensation of the accounting or auditing firm or corporation which the internal audit function of the Company is outsourced to.</p> <p>The AC reviews and approves the internal audit plan to ensure the adequacy of the scope of audit. The internal audit plan complements that of the external auditors and together forms a robust risk-based audit approach to facilitate the AC's review of the adequacy and effectiveness of the Group's risk management and internal control systems.</p>

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TABLE I - COMPLIANCE WITH THE CODE

Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
		<p>The AC is satisfied that internal auditor is able to discharge its duties effectively as the internal auditor:</p> <ul style="list-style-type: none"> is adequately qualified, given that it is a member of the Institute of Internal Auditors and it adheres to the Standards for the Professional Practice of Internal Auditing laid down in the International Professional Practices Framework issued by the Institute of Internal Auditors; is adequately resourced as there is a team of six members assigned to the Company's internal audit, led by Mr Sarjit Singh who has more than 20 relevant years of diverse audit experience; and has the appropriate standing in the Company, given, inter alia, its involvement in certain AC meetings and its unfettered access to all the Group's documents, records, properties and personnel, including direct access to the AC.
10.5	<i>Met Auditors in Management's Absence</i>	The AC has met with the IA and the EA once in the absence of key management personnel in FY2020.
SHAREHOLDER RIGHTS AND ENGAGEMENT		
SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS		
11.1	<i>Shareholders' Participation at General Meetings</i>	Shareholders are entitled to attend the general meetings and are afforded the opportunity to participate effectively in and vote at general meetings. An independent polling agent is appointed by the Company for general meetings who will explain the rules, including the voting procedures, that govern the general meetings of shareholders.
	<i>Appointment of Proxies</i>	The Company's Constitution allows a shareholder to appoint up to two proxies to attend and vote in the shareholder's place at the general meetings. Pursuant to the multiple proxies regime introduced by the Companies (Amendment) Act 2014, indirect investors who hold the Company's shares through a nominee company or custodian bank or through a Central Provident Fund agent bank may attend and vote at general meetings. Specified intermediaries, such as banks and capital markets services licence holders which provide custodial services, may appoint more than two proxies.

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TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
		Pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020 gazetted on 13 April 2020 (the " Order "), and the joint statement issued by the Accounting and Corporate Regulatory Authority, Monetary Authority of Singapore and Singapore Exchange Regulation on the same day providing additional guidance on the conduct of general meetings of listed and non-listed entities during elevated safe distancing period (the " Guidance "), shareholders and members are unable to physically attend the Company's upcoming annual general meeting (" AGM "). Accordingly, shareholders and members (including those attending the meeting physically (e.g. management shareholders or members)) must vote by proxy only, and only the chairman of the AGM may be appointed as proxy. Shareholders and members should specifically indicate how they wish to vote for or vote against (or abstain from voting on) the resolutions to be tabled at the AGM.
11.2	<u>Bundling of Resolutions</u>	Resolutions requiring shareholders' approval are tabled separately for adoption at the Company's general meetings unless they are closely related and are more appropriately tabled together. Reasons, and implications of why resolutions are bundled will be set out in the circulars sent out.
11.3	<u>Directors' Attendance</u>	The Company requires all Directors (including the Chairman of the Board and the respective chairman of the Board Committees) to be present at all general meetings, unless due to exigencies. The EA is also required to be present to address shareholders' queries about the conduct of audit and the preparation and content of the independent auditor's report.
11.4	<u>Absentia Voting</u>	The Company's Constitution allows for absentia voting, (including but not limited to the voting by mail, electronic mail or facsimile).
11.5	<u>Publication of Minutes</u>	All minutes of general meetings, including the substantial and relevant comments or queries raised by shareholders in relation to the meeting agenda and the responses from the Board and/or Management, will be made available to shareholders upon their request within 4 weeks after the general meeting. Pursuant to the Order and the Guidance, the minutes to the Company's upcoming AGM will be published on SGXNET and the Company's corporate website within one month after the AGM.
11.6	<u>Dividend Policy</u> (a) Does the Company have a dividend policy?	The Company does not have a fixed dividend policy. Nonetheless, key management personnel will review, inter alia, the Group's performance in the relevant financial period, projected capital needs and working capital requirements and make appropriate recommendations to the Board on dividend declaration.

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TABLE I - COMPLIANCE WITH THE CODE

Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
	(b) Is the Company paying dividends for the financial year? If not, please explain why.	<p>The Board has proposed a final dividend of 0.5 Singapore cents per ordinary share for FY2020 which will be subject to shareholders' approval at the forthcoming AGM.</p> <p>The Company has paid an interim dividend of 1.0 Singapore cents per ordinary share for HY2020 on 17 December 2019. The total dividend paid for FY2020, if the final dividend is approved at the AGM, amounts to 1.5 Singapore cents per share.</p>
ENGAGEMENT WITH SHAREHOLDERS		
12.1 12.2 12.3 13.3	<p><u>Communication with Shareholders</u></p> <p>(a) Does the Company regularly communicate with shareholders and attend to their questions? How often does the Company meet with institutional and retail investors?</p>	<p>The Company solicits feedback from and addresses the concerns of shareholders (including institutional and retail investors) via the general meetings held during the financial year. Information is also disseminated to shareholders and investors on a timely basis through:</p> <ul style="list-style-type: none"> (i) annual reports and notices of general meetings issued to all shareholders; and (ii) half-year and full-year announcements of financial results and other announcements or press releases through the SGXNET. <p>In addition, if the need arises, the Company may organise media/analyst briefings to enable a better appreciation of the Group's performance and developments, which will also act as a platform to maintain regular dialogue with its shareholders as well as to solicit and understand the views of shareholders and investors.</p>
	(b) Is this done by a dedicated investor relations team (or equivalent)? If not, who performs this role?	<p>The Company does not have a dedicated investor relations team. The Company's CEO and CFO are responsible for the Company's communication with its shareholders.</p> <p>The Company will consider the appointment of a professional investor relations officer to manage the function should the need arises.</p>

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	(c) How does the Company keep shareholders informed of corporate developments, apart from SGXNET announcements and the annual report?	<p>Apart from the SGXNET announcements and its annual report, the Company updates shareholders on its corporate developments through its corporate website at https://www.oldchangkee.com/ and its investor relations webpage at http://oldchangkee.listedcompany.com/home.html. All materials presented in general meetings are uploaded on the SGXNET.</p> <p>For enquires and all other matters, Shareholders and all other parties can contact the Company at the contact details set out on the Company's corporate website.</p> <p>The Company currently does not have an investor relations policy but considers advice from its continuing sponsor, corporate lawyers and professionals on appropriate disclosure requirements before announcing material information to shareholders.</p>
MANAGING STAKEHOLDERS RELATIONSHIP		
ENGAGEMENT WITH STAKEHOLDERS		
13.1 13.2	<u>Stakeholders Management</u>	<p>The Company undertakes an annual review in identifying its material stakeholders. It assesses the material environmental, social and governance factors that affects the Group.</p> <p>The Company will publish its standalone FY2020 Sustainability Report no later than 29 October 2020 and the same will be uploaded on the Company's website as well as on SGXNET.</p> <p>In defining the Company's sustainability reporting content, the Company will apply the principles of the Global Reporting Initiative (GRI) by considering the Group's activities, impact and substantive expectations and interests of its stakeholders. The Company will observe a total of four principles, namely materiality, stakeholder inclusiveness, sustainability index and completeness. For reporting quality, the Company will observe the principles of balance, comparability, accuracy, timeliness, clarity and reliability.</p> <p>The Sustainability Report will be on a "comply or explain" basis in accordance with Rule 711B and Practice Note 7F of the Catalist Rules. Corresponding to GRI's emphasis on materiality, the Sustainability Report will highlight the key economic, environmental, social and governance related initiatives carried out throughout the 12-month period, from 1 April 2019 to 31 March 2020.</p> <p>Further details on the Company's sustainable practices are contained in the Company's FY2020 Sustainability Report to be issued by 29 October 2020.</p>

Corporate Governance

TABLE II - COMPLIANCE WITH CATALIST RULES																	
Rule	Rule Description	Company's Compliance or Explanation															
720(5)	<i>Information relating to Directors seeking re-election</i>	Please refer to the information relating to the Directors seeking re-election as per Appendix 7F of the Catalist Rules, which are set out in Table III of this report.															
1204(6)(A)	<p><i>Non-audit fees</i></p> <p>(a) Please provide a breakdown of the fees paid in total to the EA for audit and non-audit services for the financial year.</p>	<table border="1"> <thead> <tr> <th colspan="3">Table 1204(6)(A) – Fees Paid/Payable to the EA for FY2020</th> </tr> <tr> <th></th> <th>S\$'000</th> <th>% of total</th> </tr> </thead> <tbody> <tr> <td>Audit fees</td> <td>96</td> <td>81</td> </tr> <tr> <td>Non-Audit Fees</td> <td>18</td> <td>19</td> </tr> <tr> <td>Total</td> <td>114</td> <td>100</td> </tr> </tbody> </table>	Table 1204(6)(A) – Fees Paid/Payable to the EA for FY2020				S\$'000	% of total	Audit fees	96	81	Non-Audit Fees	18	19	Total	114	100
Table 1204(6)(A) – Fees Paid/Payable to the EA for FY2020																	
	S\$'000	% of total															
Audit fees	96	81															
Non-Audit Fees	18	19															
Total	114	100															
1204(6)(B)	<p><i>Confirmation by AC</i></p> <p>(b) If the EA have supplied a substantial volume of non-audit services to the Company, please state the bases for the AC's view on the independence of the EA.</p>	The non-audit services rendered during FY2020 were not substantial.															
1204(6)(C)	<i>Appointment of Auditors</i>	<p>Ernst & Young LLP is the auditor of the Company and its Singapore incorporated subsidiary. The overseas subsidiary and associated companies are not considered significant as defined under Rule 718 of the Catalist Rules.</p> <p>The Company confirms its compliance to Rules 712 and 715 of the Catalist Rules.</p>															
1204(8)	<i>Material Contracts</i>	Other than those disclosed in the Directors' Statement and the Financial Statements, there were no material contracts entered into by the Group involving the interest of the CEO, any Director, or controlling shareholder, which are either still subsisting at the end of FY2020 or if not then subsisting, entered into since the end of the previous financial year.															
1204(10)	<i>Adequacy of Internal Controls</i>	Please refer to the confirmation provided by the Board in Section 9.2 of Table I.															
1204(10C)	<i>Adequacy of Internal Audit Function</i>	The AC is of the opinion that the internal audit function is independent, effective and adequately resourced.															

Corporate Governance

TABLE II - COMPLIANCE WITH CATALIST RULES		
Rule	Rule Description	Company's Compliance or Explanation
1204(17)	<u>Interested Person Transactions ("IPT")</u>	<p>The Group has procedures governing all IPTs to ensure that they are properly documented and reported on a timely manner to the AC and that they are carried out on normal commercial terms and are not prejudicial to the interests of the Company and its minority shareholders, in accordance with the internal controls set up by the Company on dealing with IPTs. In the event that a member of the AC is involved in any IPT, he will abstain from reviewing that particular transaction.</p> <p>There were no IPTs with value more than S\$100,000 transacted during FY2020.</p>
1204(19)	<u>Dealing in Securities</u>	<p>The Company has adopted an internal policy which prohibits the Directors and officers from dealing in the securities of the Company while in possession of price-sensitive information which is not available to the public.</p> <p>The Company, its Directors and officers are also discouraged from dealing in the Company's securities on short term considerations and are prohibited from dealing in the Company's securities during the period beginning one month before the announcement of the Company's half-year and full-year financial statements respectively, and ending on the date of the announcement of the relevant results. The Company will also send a memorandum prior to the commencement of each window period as a reminder to the Directors, officers, relevant employees and associates to ensure that they comply with the Code.</p>
1204(21)	<u>Non-sponsor Fees</u>	No non-sponsor fees were paid/payable to the Company's sponsor, PrimePartners Corporate Finance Pte. Ltd. for FY2020.
1204(22)	<u>Use of IPO Proceeds</u>	There are no outstanding proceeds raised from IPO or any offerings pursuant to Chapter 8 of the Catalist Rules.

Corporate Governance

Please refer to the table below for additional information on Directors to be re-elected at the forthcoming AGM:

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION		
	Name of Director to be re-elected		
	Han Keen Juan	Lim Tao-E William	Hawazi Bin Daipi
Date of appointment announcement (“ Previous Announcement ”)	16 December 2004	16 December 2004	24 October 2019
Any changes to the Previous Announcement?	See below	See below	See below
	Changes to the Previous Announcement, if applicable		
Designation	Executive Chairman	Executive Director and Chief Executive Officer	Independent Director
Date of appointment	16 December 2004	16 December 2004	24 October 2019
Date of last re-appointment	30 June 2007	26 June 2006	24 October 2019
Age	69	59	66
Country of principal residence	Singapore	Singapore	Singapore
Academic qualifications	<ul style="list-style-type: none"> Upper Serangoon Technical School 	<ul style="list-style-type: none"> Bachelor of Commerce from the Curtin University of Technology 	<ul style="list-style-type: none"> University of Singapore – BA (Honours) Institute of Education - Diploma-in-Education
Professional memberships/ qualifications	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil
	Current directorships		
Public companies	<ul style="list-style-type: none"> Old Chang Kee Ltd. 	<ul style="list-style-type: none"> Old Chang Kee Ltd. 	<ul style="list-style-type: none"> Old Chang Kee Ltd.

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION		
	Name of Director to be re-elected		
	Han Keen Juan	Lim Tao-E William	Hawazi Bin Daipi
Private companies	<u>Group Companies</u> <ul style="list-style-type: none"> Ten & Han Trading Pte Ltd Old Chang Kee Manufacturing Sdn. Bhd. Old Chang Kee Australia Pty Ltd Old Chang Kee UK Limited Old Chang Kee (M) Sdn. Bhd. Old Chang Kee Thailand Co. Ltd, <u>Other companies</u> <ul style="list-style-type: none"> Keen Holdings Pte Ltd 	<u>Group Companies</u> <ul style="list-style-type: none"> Ten & Han Trading Pte Ltd Old Chang Kee Manufacturing Sdn. Bhd. Old Chang Kee Australia Pty Ltd Old Chang Kee UK Limited Old Chang Kee (M) Sdn. Bhd. Old Chang Kee Thailand Co. Ltd, <u>Other companies</u> <ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Mini Environment Service Pte Ltd
	Past directorships (in the last 5 years)		
Public companies	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil
Private companies	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil
Principal commitments ¹	Executive Chairman of Old Chang Kee Ltd.	CEO of Old Chang Kee Ltd.	<u>Present</u> <ul style="list-style-type: none"> Mini Environment Service Pte Ltd – Functional director/Advisor Non-Resident Singaporean Representative to the Palestinian National Authority Non-Resident Singaporean High Commissioner to the Republic of Ghana National Council Against Drug Abuse – Chairman

¹ 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 non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments.

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION		
	Name of Director to be re-elected		
	Han Keen Juan	Lim Tao-E William	Hawazi Bin Daipi
Principal commitments ¹	Executive Chairman of Old Chang Kee Ltd.	CEO of Old Chang Kee Ltd.	<ul style="list-style-type: none"> • My English Pte Ltd – Advisor • National Committee on Prevention, Rehabilitation and Recidivism – Member • Lee Kuan Yew Fund for Bilingualism - Director • Middle East Institute, National University of Singapore – Member of management board
Shareholding interest in the Company and its subsidiaries	<p><u>Direct interest:</u> 71,136,000 ordinary shares in the Company, including a direct interest in 10,000,000 shares held in the name of Hong Leong Finance Nominees Pte Ltd.</p> <p><u>Deemed interest:</u> 8,892,000 ordinary shares in the Company</p>	<p><u>Direct interest:</u> 8,892,000 ordinary shares in the Company</p>	Nil
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The Nominating Committee, having evaluated Mr Han Keen Juan's qualifications and work experience, has recommended the re-appointment of Mr Han Keen Juan as Executive Chairman of the Company. The Board of Directors has accepted the recommendation of the Nominating Committee and approved Mr Han Keen Juan's re-appointment.	The Nominating Committee, having evaluated Mr Lim Tao-E William's qualifications and work experience, has recommended the re-appointment of Mr Lim Tao-E William as an Executive Director of the Company. The Board of Directors has accepted the recommendation of the Nominating Committee and approved Mr Lim Tao-E William's re-appointment.	The Nominating Committee, having evaluated Mr Hawazi Bin Daipi's qualifications and work experience, has recommended the re-appointment of Mr Hawazi Bin Daipi as an Independent Director of the Company. The Board of Directors has accepted the recommendation of the Nominating Committee and approved Mr Hawazi Bin Daipi's re-appointment.

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION		
	Name of Director to be re-elected		
	Han Keen Juan	Lim Tao-E William	Hawazi Bin Daipi
Whether the appointment has changed from non-executive to executive. If so, please state the area of responsibility	No change	No change	No change
Working experience and occupation(s) during the past 10 years	Executive Chairman of Old Chang Kee Ltd.	CEO of Old Chang Kee Ltd.	<u>Past</u> <ul style="list-style-type: none"> ● Senior Parliamentary Secretary for Ministry of Education (up to Sept 2015) ● Senior Parliamentary Secretary for Manpower (up to Sept 2015) ● Chairman, Sembawang Town Council (up to Aug 2015) ● Member of Parliament, Sembawang Group Representative Constituency (up to Aug 2015)

Corporate Governance

TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION			
Name of Director to be re-elected			
	Han Keen Juan	Lim Tao-E William	Hawazi Bin Daipi
			<p><u>Present</u></p> <ul style="list-style-type: none"> ● Mini Environment Service Pte Ltd – Functional director/Advisor ● Non-Resident Singaporean Representative to the Palestinian National Authority ● Non-Resident Singaporean High Commissioner to the Republic of Ghana ● National Council Against Drug Abuse – Chairman ● My English Pte Ltd – Advisor ● National Committee on Prevention, Rehabilitation and Recidivism – Member ● Lee Kuan Yew Fund for Bilingualism - Director ● Middle East Institute, National University of Singapore – Member of management board

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION		
	Name of Director to be re-elected		
	Han Keen Juan	Lim Tao-E William	Hawazi Bin Daipi
Any relationship (including immediate family member relationships) with any existing director, existing executive officer, the Company and/or substantial shareholder of the Company or any of its principal subsidiaries	<p>Uncle of Mr Lim Tao-E William, an Executive Director and the CEO of the Company and Ms Chow Hui Shien, an Executive Director and Deputy CEO of the Company, and the spouse of Mdm Ng Choi Hong, a deemed controlling shareholder of the Company.</p> <p>Save for the aforementioned, Mr Han Keen Juan does not have any relationships including immediate family relationships between himself and the Directors, the Company, its principal subsidiaries, and its substantial shareholders.</p>	<p>Nephew of Mr Han Keen Juan, the Executive Chairman and controlling shareholder of the Company and Mdm Ng Choi Hong, a deemed controlling shareholder of the Company, and the cousin of Ms Chow Hui Shien, an Executive Director and Deputy CEO of the Company.</p> <p>Save for the aforementioned, Mr Lim Tao-E William does not have any relationships including immediate family relationships between himself and the Directors, the Company, its principal subsidiaries, and its substantial shareholders.</p>	No
Conflict of Interest (including any competing business)	No	No	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) submitted to the Company?	Yes	Yes	Yes

Corporate Governance

TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION			
Name of Director to be re-elected			
Han Keen Juan		Lim Tao-E William	
Hawazi Bin Daipi			
The general statutory disclosures of the Directors are as follows:			
(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

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION		
	Name of Director to be re-elected		
	Han Keen Juan	Lim Tao-E William	Hawazi Bin Daipi
(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
(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

Corporate Governance

TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION			
Name of Director to be re-elected			
	Han Keen Juan	Lim Tao-E William	Hawazi Bin Daipi
(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

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION		
	Name of Director to be re-elected		
	Han Keen Juan	Lim Tao-E William	Hawazi Bin Daipi
(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
(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: -	No	No	No
(k) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No	No

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION		
	Name of Director to be re-elected		
	Han Keen Juan	Lim Tao-E William	Hawazi Bin Daipi
(l) 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	No	No	No
(m) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No	No
(n) 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

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION		
	Name of Director to be re-elected		
	Han Keen Juan	Lim Tao-E William	Hawazi Bin Daipi
(o) 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
	Prior Experience as a Director of a Listed Company on the Exchange		
Any prior experience as a director of an issuer listed on the Exchange?	Not applicable. This relates to the re-election of a director.	Not applicable. This relates to the re-election of a director.	Not applicable. This relates to the re-election of a director.
Attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange?	N.A	N.A	N.A
Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).	N.A	N.A	N.A

N.A – Not Applicable

Directors' Statement

The Directors are pleased to present their statement to the members together with the audited consolidated financial statements of Old Chang Kee Ltd. (the "Company") and its subsidiaries (collectively, the "Group") and the balance sheet and statement of changes in equity of the Company for the financial year ended 31 March 2020.

1. Opinion of the Directors

In the opinion of the Directors,

- (a) the consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company are 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 March 2020 and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the year ended on that date; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Group will be able to pay its debts as and when they fall due as the Directors are of the view that the Group will be able to continue to generate net cash inflows from operating activities.

2. Directors

The Directors of the Company in office at the date of this statement are:

Mr Han Keen Juan
Mr Lim Tao-E William
Ms Chow Hui Shien
Mr Tan Han Beng
Ms Audrey Yap Su Ming
Mr Hawazi Bin Daipi

3. Arrangements to enable Directors to acquire shares and debentures

Except as described in this statement, neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the Directors of the Company to acquire benefits by means of the acquisition of shares or debentures of the Company or any other body corporate.

Directors' Statement

4. Directors' interests in shares and debentures

The following Directors, who held office at the end of the financial year, had, according to the register of Directors' shareholdings, required to be kept under Section 164 of the Singapore Companies Act, Chapter 50, an interest in shares and share options of the Company and related corporations (other than wholly-owned subsidiaries) as stated below:

Name of Director	Direct interest		Deemed interest	
	At the beginning of the financial year	At the end of the financial year	At the beginning of the financial year	At the end of the financial year
<i>Ordinary shares of the Company</i>				
<i>Old Chang Kee Ltd. ('000)</i>				
Han Keen Juan	71,136	71,136	8,892	8,892
Lim Tao-E William	8,892	8,892	–	–
Chow Hui Shien	81	81	–	–
<i>Ordinary shares of a Joint Venture</i>				
<i>Old Chang Kee UK Limited ('000)</i>				
Han Keen Juan	100*	100*	–	–
Lim Tao-E William	100*	100*	–	–
Chow Hui Shien	100*	100*	–	–

* These shares are held in trust by the Directors on behalf of the Company.

There was no change in any of the above-mentioned interests in the Company between the end of the financial year and 21 April 2020.

Except as disclosed in this statement, no Director who held office at the end of the financial year had interests in shares, share options, warrants or debentures of the Company, or of related corporations, either at the beginning or at the end of the financial year.

Directors' Statement

5. Performance shares

The Company had an employee share scheme known as the Old Chang Kee Performance Share Scheme (the "Scheme"), which expired on 28 April 2019, being the expiry of the 10-year period commencing on the adoption date of the scheme on 29 April 2009. The Scheme was designed to grant awards ("Awards") to eligible Group employees and Non-Executive Directors respectively ("Participants"). Details of the Scheme were set out in the Company's Circular to shareholders dated 14 April 2009.

The committee administering the Scheme ("Committee") comprised all members of the Board of Directors. Since the commencement of the Scheme till the end of the financial year, no share awards were granted.

6. Audit committee

The Audit Committee (the "AC") carried out its functions in accordance with section 201B (5) of the Singapore Companies Act, Chapter 50.

The AC, having reviewed all non-audit services provided by the external auditors to the Group, is satisfied that the nature and extent of such services would not affect the independence of the external auditors. The AC has also conducted a review of interested person transactions.

The AC convened four meetings during the financial year with full attendance from all members, except for one where a member was absent. The AC has also met with the internal and external auditors, without the presence of the Company's management, at least once a year.

Further details regarding the AC are disclosed in the Report on Corporate Governance.

7. Auditor

Ernst & Young LLP have expressed their willingness to accept reappointment as auditor.

On behalf of the Board of Directors:

Han Keen Juan
Director

Lim Tao-E William
Director

26 August 2020

Independent Auditor's Report

To the Members of Old Chang Kee Ltd.

Report on the audit on the financial statements

Opinion

We have audited the financial statements of Old Chang Kee Ltd. (the “Company”) and its subsidiaries (collectively, the “Group”), which comprise the balance sheets of the Group and the Company as at 31 March 2020, the statements of changes in equity of the Group and the Company and the consolidated statement of comprehensive income and consolidated cash flow statement of the Group for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements of the Group, the balance sheet and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the “Act”) and Singapore Financial Reporting Standards (International) (“SFRS(I)”) 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 March 2020 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and the changes in equity of the Company for the year ended on that date.

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. For the matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled our responsibilities described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report, including in relation to the matter. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Independent Auditor's Report

To the Members of Old Chang Kee Ltd.

Key Audit Matters (cont'd)

Impairment assessment of property, plant and equipment and right-of-use assets

As at 31 March 2020, the Group has property, plant and equipment and right-of-use assets of \$25,149,000 and \$19,344,000, respectively. As disclosed in Note 11 to the financial statements, in consideration of the business impact from the COVID-19 pandemic and the operating performance of the Group's cash generating units ("CGUs"), management has identified indicators of impairment for certain CGUs i.e., outlets generating losses in Singapore and the Group's manufacturing operation in Malaysia. The total carrying amount of these CGUs' property, plant and equipment and right-of-use assets is \$3,767,000. The Group has performed an impairment assessment to determine the recoverable amount of these CGUs based on their value in use derived from management's cash flow projections. Based on the outcome of this impairment assessment, the Group has recognised an impairment loss of \$407,000.

Management's impairment assessment of these CGUs is significant to our audit due to the magnitude of the carrying amount of the assets being tested for impairment, the heightened level of estimation uncertainty associated with the current market and economic condition, and it involved significant management judgment. Accordingly, we have identified this as a key audit matter.

Our audit procedures included, amongst others, reviewing management's identification of impairment indicators related to the CGUs and their estimation of the value in use of the relevant CGUs. We assessed the reasonableness of management's key assumptions used in estimating the value in use of these CGUs, such as discount rate, growth rate, budgeted revenue and budgeted costs taking into consideration management's plan to address the current business challenges. In respect of the Group's manufacturing operation in Malaysia, we also considered the long-term and strategic plans that were approved by management in our analysis of the forecast. We evaluated the robustness of management's budgeting process by comparing the actual results to previously forecasted results and performed sensitivity analysis on key assumptions for alternative possible scenarios. Our internal valuation specialist assisted us in evaluating management's discount rate and long-term growth rate by comparing against external data.

We reviewed the adequacy and appropriateness of the disclosures set out in Property, plant and equipment (Note 11) and Right-of-use assets (Note 29) to the financial statements.

Other Information

Management is responsible for 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.

Independent Auditor's Report

To the Members of Old Chang Kee Ltd.

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 and SFRS(I), 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.
- 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.

Independent Auditor's Report

To the Members of Old Chang Kee Ltd.

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

- 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance 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 and by those subsidiary corporations incorporated in Singapore of which we are the auditors 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 Teo Li Ling.

Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore
26 August 2020

Consolidated Statement of Comprehensive Income

For the Financial Year Ended 31 March 2020

	Note	2020 \$'000	2019 \$'000
Revenue			
Cost of sales	4	88,040	89,789
Gross profit		<u>(31,998)</u>	<u>(32,251)</u>
		56,042	57,538
Other items of income			
Interest income on short-term deposits		106	64
Other income	5	1,192	1,145
Other items of expense			
Selling and distribution expenses		(39,048)	(38,039)
Administrative expenses		(11,687)	(12,892)
Finance costs	6	(958)	(329)
Other expenses	7	<u>(3,771)</u>	<u>(1,774)</u>
Profit before tax and share of results of joint venture	8	1,876	5,713
Share of results of joint venture		<u>(160)</u>	<u>(301)</u>
Profit before tax		1,716	5,412
Income tax expense	9	<u>(867)</u>	<u>(1,074)</u>
Profit for the year		<u>849</u>	<u>4,338</u>
Other comprehensive income			
Item that may be reclassified subsequently to profit or loss			
Exchange differences on translating foreign operations		122	76
Other comprehensive income for the year, net of tax		<u>122</u>	<u>76</u>
Total comprehensive income for the year attributable to owners of the Company		<u>971</u>	<u>4,414</u>
Earnings per share attributable to owners of the Company (cents per share)			
Basic	10	<u>0.70</u>	<u>3.57</u>
Diluted	10	<u>0.70</u>	<u>3.57</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Balance Sheets

As At 31 March 2020

	Note	Group		Company	
		2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Non-current assets					
Property, plant and equipment	11	25,149	28,453	–	–
Right-of-use assets	29	19,344	–	–	–
Intangible assets	12	186	228	–	–
Investment in subsidiaries	13	–	–	5,640	5,640
Investment in unquoted shares	14	–	234	–	234
Investment in associates and joint venture	15	–	160	–	537
Deferred tax assets	28	10	–	10	–
Long term deposits	17	2,358	2,568	–	–
		<u>47,047</u>	<u>31,643</u>	<u>5,650</u>	<u>6,411</u>
Current assets					
Inventories	18	1,285	1,097	–	–
Trade and other receivables	19	2,738	336	159	–
Deposits	17	1,355	756	–	–
Prepayments		1,085	1,013	24	41
Amount due from joint venture	16	–	494	–	282
Amounts due from associates	16	–	131	–	–
Amounts due from subsidiaries	20	–	–	6,385	7,198
Cash and bank balances	21	11,749	15,447	3,866	4,999
Restricted cash	22	2,500	–	–	–
		<u>20,712</u>	<u>19,274</u>	<u>10,434</u>	<u>12,520</u>

Balance Sheets

As At 31 March 2020

	Note	Group		Company	
		2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Current liabilities					
Trade and other payables	23	8,297	7,491	906	1,843
Other liabilities	24	182	176	–	–
Provisions	25	2,435	2,390	47	44
Bank loans	26	1,222	1,430	–	–
Finance lease liabilities	27&32(c)	170	146	–	–
Lease liabilities	29	9,837	–	–	–
Provision for taxation		1,011	1,321	26	35
		<u>23,154</u>	<u>12,954</u>	<u>979</u>	<u>1,922</u>
Net current (liabilities)/assets		<u>(2,442)</u>	<u>6,320</u>	<u>9,455</u>	<u>10,598</u>
Non-current liabilities					
Bank loans	26	6,718	7,748	–	–
Finance lease liabilities	27&32(c)	401	502	–	–
Lease liabilities	29	9,931	–	–	–
Deferred tax liabilities	28	1,161	1,256	–	–
		<u>18,211</u>	<u>9,506</u>	<u>–</u>	<u>–</u>
Net assets		<u>26,394</u>	<u>28,457</u>	<u>15,105</u>	<u>17,009</u>
Equity attributable to owners of the Company					
Share capital	30	13,964	13,964	13,964	13,964
Retained earnings		12,213	14,398	1,141	3,045
Other reserves	31	217	95	–	–
Total equity		<u>26,394</u>	<u>28,457</u>	<u>15,105</u>	<u>17,009</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statement of Changes In Equity

For the Financial Year Ended 31 March 2020

Group	Attributable to owners of the Company				
	Share capital \$'000 (Note 30)	Retained earnings \$'000	Other reserves \$'000 (Note 31)	Foreign currency translation reserve \$'000	Total equity \$'000
Opening balance at 1 April 2019	13,964	14,398	95	95	28,457
Profit for the year	–	849	–	–	849
<u>Other comprehensive income</u>					
Exchange differences on translating foreign operations	–	–	122	122	122
Total comprehensive income for the year	–	849	122	122	971
<u>Contributions by and distributions to owners</u>					
Dividends on ordinary shares (Note 38)	–	(3,034)	–	–	(3,034)
Closing balance at 31 March 2020	13,964	12,213	217	217	26,394
Opening balance at 1 April 2018	13,964	13,701	19	19	27,684
Profit for the year	–	4,338	–	–	4,338
<u>Other comprehensive income</u>					
Exchange differences on translating foreign operations	–	–	76	76	76
Total comprehensive income for the year	–	4,338	76	76	4,414
<u>Contributions by and distributions to owners</u>					
Dividends on ordinary shares (Note 38)	–	(3,641)	–	–	(3,641)
Closing balance at 31 March 2019	13,964	14,398	95	95	28,457

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statement of Changes In Equity

For the Financial Year Ended 31 March 2020

Company	Share capital \$'000 (Note 30)	Retained earnings \$'000	Total equity \$'000
Opening balance at 1 April 2019	13,964	3,045	17,009
Profit for the year, representing total comprehensive income for the year	–	1,130	1,130
<u>Contributions by and distributions to owners</u>			
Dividends on ordinary shares (Note 38)	–	(3,034)	(3,034)
Closing balance at 31 March 2020	<u>13,964</u>	<u>1,141</u>	<u>15,105</u>
Opening balance at 1 April 2018	13,964	2,169	16,133
Profit for the year, representing total comprehensive income for the year	–	4,517	4,517
<u>Contributions by and distributions to owners</u>			
Dividends on ordinary shares (Note 38)	–	(3,641)	(3,641)
Closing balance at 31 March 2019	<u>13,964</u>	<u>3,045</u>	<u>17,009</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Consolidated Cash Flow Statement

For the Financial Year Ended 31 March 2020

	Note	2020 \$'000	2019 \$'000
Operating activities			
Profit before tax		1,716	5,412
<u>Adjustments for:</u>			
Impairment loss/(write-back) on amount due from associate	16	229	(11)
Impairment loss on trade and other receivables	19	4	59
Impairment loss on amount due from joint ventures	16	1,350	–
Fair value adjustment for investment in unquoted shares	7	–	16
Loss on disposal of investment in unquoted shares	7	74	–
Amortisation of intangible assets	12	70	63
Depreciation of property, plant and equipment	11	5,373	5,262
Impairment loss on property, plant and equipment	11	271	–
Depreciation of right-of-use assets	29	9,852	–
Impairment loss on right-of-use assets	29	136	–
Gain on disposal of property, plant and equipment		(10)	(106)
Property, plant and equipment written off	11	196	135
Interest expense from borrowings	6	282	329
Interest expense from lease liabilities	6	676	–
Interest income		(106)	(64)
Share of results of joint venture		160	301
Currency realignment		136	131
Operating profit before changes in working capital		20,409	11,527
(Increase)/decrease in inventories		(188)	95
Increase in trade and other receivables		(2,390)	(118)
Increase in amount due from joint venture		(39)	(212)
Increase in amounts due from associates		(98)	(120)
(Increase)/decrease in deposits		(389)	125
(Increase)/decrease in prepayments		(72)	179
Increase/(decrease) in trade and other payables		806	(400)
Increase in other liabilities		6	6
Decrease in provisions		(109)	(87)

Consolidated Cash Flow Statement

For the Financial Year Ended 31 March 2020

	Note	2020 \$'000	2019 \$'000
Cash flows from operations			
Income taxes paid		17,936	10,995
		(1,282)	(530)
Net cash flows generated from operating activities		16,654	10,465
Investing activities			
Purchase of property, plant and equipment	11	(2,314)	(2,144)
Purchase of intangible assets	12	(28)	(2)
Proceeds from disposal of property, plant and equipment		12	184
Proceeds from disposal of unquoted shares	14	160	–
Loan to joint venture		(817)	(282)
Interest income received		90	64
Net cash flows used in investing activities		(2,897)	(2,180)
Financing activities			
Proceeds from bank loan		8,482	–
Repayment of finance lease liabilities		(161)	(224)
Repayment of lease obligation	29	(9,564)	–
Interest portion of lease liabilities paid	29	(676)	–
Interest paid		(282)	(329)
Repayment of bank loans		(9,720)	(1,431)
Dividends paid	38	(3,034)	(3,641)
Bank deposit pledged	22	(2,500)	–
Net cash flows used in financing activities		(17,455)	(5,625)
Net (decrease)/increase in cash and cash equivalents		(3,698)	2,660
Cash and cash equivalents at the beginning of the financial year		15,447	12,787
Cash and cash equivalents at the end of the financial year	21	11,749	15,447

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

1. Corporate information

Old Chang Kee Ltd. (the “Company”) is a limited liability company incorporated in Singapore and was admitted to the official list of Catalist under the Singapore Exchange Securities Trading Limited Dealing and Automated Quotation (“SGX-SESDAQ”) rules.

The registered office and principal place of business of the Company is located at 2 Woodlands Terrace, Singapore 738427.

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

2. Summary of significant accounting policies

2.1 Basis of preparation

As at 31 March 2020, the Group’s current liabilities exceeded their current assets by \$2,442,000. The directors are of the opinion that the financial statements of the Group can be prepared on a going concern basis as they are of the view that the Group will be able to continue to generate net cash inflows from operating activities for a period of 12 months from the date these financial statements were approved, to meet their financial obligations as and when they fall due.

The consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company have been prepared in accordance with Singapore Financial Reporting Standards (International) (“SFRS(I)”).

The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars (“SGD” or “\$”) and all values in the tables are rounded to the nearest thousand (\$’000), except when otherwise indicated.

2.2 New and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Group has adopted all the new and revised standards which are effective for annual financial periods beginning on or after 1 April 2019. Except for the adoption of SFRS(I) 16 Leases described below, the adoption of these new standards did not have any material effect on the financial performance or position of the Group.

SFRS(I) 16 Leases

SFRS(I) 16 supersedes SFRS(I) 1-7 Leases, SFRS(I) INT 4 Determining whether an Arrangement contains a Lease, SIC15 Operating Leases-Incentives and SIC-27 Evaluating the Substance of Transactions Involving the Legal Form of a Lease. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the balance sheets.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.2 New and amended standards and interpretations (cont'd)

SFRS(I) 16 Leases (cont'd)

The Group adopted SFRS(I) 16 using the modified retrospective method of adoption with the date of initial application of 1 April 2019. Accordingly, the comparative information presented for the financial year ended 31 March 2019 is not restated. Under this method, the lease liability is measured based on the remaining lease payments discounted using the incremental borrowing rate as of the date of initial application. The Group elected to use the transition practical expedient to not reassess whether a contract is, or contains a lease at 1 April 2019. Instead, the Group applied the standard only to contracts that were previously identified as leases applying SFRS(I) 1-7 and SFRS(I) INT 4 at the date of initial application. The Group also elected to use the recognition exemptions for lease contracts that, at the commencement date, have a lease term of 12 months or less and do not contain a purchase option (short-term leases), and lease contracts for which the underlying asset is of low value (low-value assets).

The effect of adopting FRS 116 as at 1 April 2019 was as follows:

	Increase/ (decrease) \$'000
Right-of-use assets	20,634
Lease liabilities	20,630
Prepayment	(4)

The Group has lease contracts for outlets and factory. Before the adoption of SFRS(I) 16, the Group classified each of its leases (as lessee) at the inception date as either a finance lease or an operating lease. The accounting policy prior to 1 April 2019 is disclosed in Note 2.20.

Upon adoption of SFRS(I) 16, the Group applied a single recognition and measurement approach for all leases except for short-term leases and leases of low-value assets. The accounting policy beginning on and after 1 April 2019 is disclosed in Note 2.20. The standard provides specific transition requirements and practical expedients, which have been applied by the Group.

(a) Leases previously classified as finance leases

The Group did not change the initial carrying amounts of recognised assets and liabilities at the date of initial application for leases previously classified as finance leases (i.e. the right-of-use assets and lease liabilities equal the lease assets and liabilities recognised under SFRS(I)1-7). The requirements of SFRS(I) 16 were applied to these leases from 1 April 2019.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.2 New and amended standards and interpretations (cont'd)

SFRS(I) 16 Leases (cont'd)

(b) Leases previously accounted for as operating leases

The Group recognised right-of-use assets and lease liabilities for those leases previously classified as operating leases, except for short-term leases and leases of low-value assets. The right-of-use assets for the leases were recognised based on the carrying amount as if the standard had always been applied, using the incremental borrowing rate at the date of initial application. Lease liabilities were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

The Group also applied the available practical expedients wherein it:

- used a single discount rate to a portfolio of leases with reasonably similar characteristics;
- applied the short-term leases exemption to leases with lease term that ends within 12 months of the date of initial application; and
- used hindsight in determining the lease term where the contract contained options to extend or terminate the lease.

On adoption of SFRS(I) 16, the Group measures the right-of-use asset at an amount equal to lease liability. Accordingly, there is no adjustment to retained earnings.

The lease liabilities as at 1 April 2019 can be reconciled to the operating lease commitments as of 31 March 2019, as follows:

	<u>\$'000</u>
Operating lease commitments as at 31 March 2019	25,922
Less:	
Commitments relating to short-term leases	(1,854)
Non lease component	(1,587)
	<u>22,481</u>
Weighted average incremental borrowing rate as at 1 April 2019	3.48%
Lease liabilities as at 1 April 2019	<u>20,630</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.2 New and amended standards and interpretations (cont'd)

Amendment to SFRS(I) 16: Covid-19-Related Rent Concessions

The Group early adopted Amendment to SFRS(I) 16: Covid-19-Related Rent Concessions that is effective for annual periods beginning on or after 1 June 2020. As a practical expedient, the amendment to SFRS(I) 16 allows a lessee to elect not to assess whether a rent concession that meets the conditions in paragraph 46B is a lease modification. A lessee that makes this election shall account for any change in lease payments resulting from the rent concession the same way it would account for the change applying this standard if the change were not a lease modification. The Group has applied the practical expedient to all rent concessions that meet the conditions set out. The amount of rent concessions recognised in the profit or loss for the year is \$40,000 and is disclosed in Note 5.

2.3 Standards issued but not yet effective

The Company has not adopted the following standards applicable to the Group that have been issued but not yet effective:

<i>Description</i>	<i>Effective for annual periods beginning on or after</i>
Amendments to References to the Conceptual Framework in SFRS(I) Standards	1 January 2020
Amendments to Illustrative Examples, Implementation Guidance and SFRS(I) Practice Statements	1 January 2020
Amendments to SFRS(I) 3: Definition of a Business	1 January 2020
Amendments to SFRS(I) 1-1 and SFRS(I) 1-8: Definition of Material	1 January 2020
Amendments to SFRS(I) 9, SFRS(I) 1-39 and SFRS(I) 7: Interest Rate Benchmark Reform	1 January 2020
SFRS(I) 17 Insurance Contracts	1 January 2021
Amendments to SFRS(I) 1-1: Classification of Liabilities as Current or Non-current	1 January 2022
Amendments to SFRS(I) 10 and SFRS(I) 1-28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be determined

The directors expect that the adoption of the standards above will have no material impact on the financial statements in the year of initial application.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.4 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

2.5 Foreign currency

The financial statements are presented in Singapore Dollars, which is also the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

(a) Transactions and balances

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition in the functional currencies at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the end of the reporting period. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in profit or loss.

(b) Consolidated financial statements

For consolidation purpose, the assets and liabilities of foreign operations are translated into SGD at the rate of exchange ruling at end of the reporting period and their profit or loss are translated at the exchange rates prevailing at the date of the transactions. The exchange differences arising on the translation are recognised in other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in profit or loss.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.6 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated.

Depreciation is computed on a straight line basis over the estimated useful lives of the assets as follows:

Buildings	–	Over the lower of the remaining lease terms or 50 years
Machinery and equipment	–	5 years to 10 years
Motor vehicles	–	5 years
Renovation	–	3 years to 5 years
Electrical fittings	–	3 years to 10 years
Furniture	–	5 years to 10 years
Computers	–	5 years

The residual values, useful life and depreciation method are reviewed at each financial year-end and adjusted prospectively, if appropriate.

2.7 Intangible assets

Intangible assets acquired separately are measured initially at cost. Following initial acquisition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

Intangible assets with finite useful lives are amortised on a straight line basis over the estimated useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

Amortisation is computed based on a straight line basis over the estimated useful lives of the intangible assets as follows:

Computer software licenses	–	5 years
Club membership	–	24 years

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.8 Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in profit or loss, except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.

2.9 Subsidiaries

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

In the Company's balance sheet, investment in subsidiaries are accounted for at cost less impairment losses.

2.10 Joint arrangements

A joint arrangement is a contractual arrangement whereby two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

A joint arrangement is classified either as joint operation or joint venture, based on the rights and obligations of the parties to the arrangement.

To the extent the joint arrangement provides the Group with rights to the assets and obligations for the liabilities relating to the arrangement, the arrangement is a joint operation. To the extent the joint arrangement provides the Group with rights to the net assets of the arrangement, the arrangement is a joint venture.

The Group only has interest in joint venture. The Group recognises its interest in a joint venture as an investment and accounts for the investment using the equity method. The accounting policy for investment in joint venture is set out in Note 2.11.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.11 Joint venture and associates

An associate is an entity over which the Group has the power to participate in the financial and operating policy decisions of the investee but does not have control or joint control of those policies.

The Group accounts for its investment in associates and joint venture using the equity method from the date on which it becomes an associate or joint venture.

On acquisition of the investment, any excess of the cost of the investment over the Group's share of the net fair value of the investee's identifiable assets and liabilities represents goodwill and is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the investee's identifiable assets and liabilities over the cost of the investment is included as income in the determination of the entity's share of the associates' or joint venture's profit or loss in the period in which the investment is acquired.

Under the equity method, the investment in associates or joint venture are carried in the balance sheet at cost plus post-acquisition changes in the Group's share of net assets of the associates or joint venture. The profit or loss reflects the share of results of the operations of the associates or joint venture. Distributions received from associates or joint venture reduce the carrying amount of the investment. Where there has been a change recognised in other comprehensive income by the associates or joint venture, the Group recognises its share of such changes in other comprehensive income. Unrealised gains and losses resulting from transactions between the Group and associates or joint venture are eliminated to the extent of the interest in the associates or joint venture.

When the Group's share of losses in an associate or joint venture equals or exceeds its interest in the associate or joint venture, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate or joint venture.

After application of the equity method, the Group determines whether it is necessary to recognise an additional impairment loss on the Group's investment in associates or joint venture. The Group determines at the end of each reporting period whether there is any objective evidence that the investment in the associates or joint venture is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associates or joint venture and their carrying value and recognises the amount in profit or loss.

The financial statements of the associates and joint venture are prepared as the same reporting date as the Company. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.12 Financial instruments

(a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Investments in debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The measurement category for classification of debt instruments is:

Amortised cost

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through amortisation process.

Investments in equity instruments

For investments in equity instruments which the Group has not elected to present subsequent changes in fair value in other comprehensive income ("OCI"), changes in fair value are recognised in profit or loss.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.12 Financial instruments (cont'd)

(a) Financial assets (cont'd)

De-recognition

A financial asset is de-recognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in profit or loss.

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.13 Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade and other receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.14 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and at bank, and short-term deposits that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value.

2.15 Inventories

Inventories are stated at the lower of cost and net realisable value.

Cost of raw materials and sundry consumables is determined on a first-in first-out basis and includes all costs in bringing the inventories to their present location and condition.

Where necessary, allowance is provided for damaged, expired and slow-moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.15 Inventories (cont'd)

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

2.16 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.17 Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with.

Where the grant relates to income, the grant shall be recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate. Grants related to income may be presented as a credit in profit or loss, either separately or under a general heading such as "Other income". Alternatively, they are deducted in reporting the related expenses.

2.18 Borrowing costs

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2.19 Employee benefits

(a) Defined contribution plans

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. In particular, the Singapore companies in the Group make contributions to the Central Provident Fund ("CPF") scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution schemes are recognised as an expense in the period in which the related service is performed.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.19 Employee benefits (cont'd)

(b) Employee leave entitlement

Employee entitlements to annual leave are recognised as a liability when they are accrued to the employees. The estimated liability for leave is recognised for services rendered by employees up to the end of the reporting period.

2.20 Leases

These accounting policies are applied on and after the initial application date of SFRS(I) 16, 1 April 2019:

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.8.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.20 Leases (cont'd)

These accounting policies are applied on and after the initial application date of SFRS(I) 16, 1 April 2019: (cont'd)

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

These accounting policies are applied on and before the initial application date of SFRS(I) 16, 1 April 2019:

As lessee

Finance leases which transfer to the Group substantially all the risks and rewards incidental to ownership of the leased item, are capitalised at the inception of the lease at the fair value of the leased asset or, if lower, at the present value of the minimum lease payments. Any initial direct costs are also added to the amount capitalised. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged to profit or loss. Contingent rents, if any, are charged as expenses in the periods in which they are incurred.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.20 Leases (cont'd)

These accounting policies are applied on and before the initial application date of SFRS(I) 16, 1 April 2019: (cont'd)

As lessee (cont'd)

Capitalised leased assets are depreciated over the shorter of the estimated useful life of the asset and the lease term, if there is no reasonable certainty that the Group will obtain ownership by the end of the lease term.

Operating lease payments are recognised as an expense in profit or loss on a straight line basis over the lease term. The aggregate benefit of incentives provided by the lessor is recognised as a reduction of rental expense over the lease term on a straight line basis.

2.21 Revenue

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) Sales of goods through outlet sales and non-outlet sales

Revenue from sales of goods through outlet sales and non-outlet sales are recognised net of goods and services tax and discounts upon satisfaction of each performance obligations which generally coincides with delivery and acceptance of the goods sold.

(b) Interest income

Interest income is recognised on a time-proportion basis using the effective interest method.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.22 Taxes

(a) Current income tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the end of the reporting period, in the countries where the Group operates and generates taxable income.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) Deferred tax

Deferred tax is provided using the liability method on temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- Where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and joint venture, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the end of each reporting period.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

2. Summary of significant accounting policies (cont'd)

2.22 Taxes (cont'd)

(c) Sales tax

Revenues, expenses and assets are recognised net of the amount of sales tax except:

- Where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of sales tax included.

The net amount of sales tax recoverable from, payable to, the taxation authority is included as part of receivables or payables in the balance sheet.

2.23 Share capital and share issue expenses

Proceeds from issuance of ordinary shares are recognised as share capital in equity. Incremental costs directly attributable to the issuance of ordinary shares are deducted against share capital.

2.24 Contingencies

A contingent liability is:

- (a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or
- (b) a present obligation that arises from past events but is not recognised because:
 - (i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - (ii) The amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the balance sheet of the Group.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

3. Significant accounting estimates and judgements

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of the reporting period. Uncertainty about these assumptions and estimates result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

Key sources of estimation uncertainty

The key assumption concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a discounted cash flow ("DCF") model. The cash flows are derived from the budget for the shorter of the remaining lease term of the outlet or the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the cash generating unit ("CGU") being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes. The key assumptions used to determine the recoverable amount for the different CGUs, are disclosed and further explained in Note 11 to the financial statements.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

4. Revenue

Segments

Primary geographical markets

Singapore

Australia

Malaysia

Revenue streams

Outlet sales

Non-outlet sales

Timing of transfer of goods

At a point in time

Group	
2020	2019
\$'000	\$'000
87,595	89,337
354	324
91	128
<u>88,040</u>	<u>89,789</u>
83,982	87,686
4,058	2,103
<u>88,040</u>	<u>89,789</u>
<u>88,040</u>	<u>89,789</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

5. Other income

	Group	
	2020	2019
	\$'000	\$'000
Government grants	40	47
Insurance compensation	17	112
Royalty and Franchise income	50	30
Sale of scrap oil	168	171
Special Employment and Temporary Employment Credit ^(a)	220	238
Wage Credit Scheme ^(b)	208	232
Gain on disposal of property, plant and equipment	10	106
Sundry income	479	209
	<u>1,192</u>	<u>1,145</u>

^(a) The Special Employment Credit ("SEC") was introduced as a budget initiative in the financial year 2011 and was further enhanced in financial year 2012 to cover a wider range of employees and enabling more employers to benefit from the Scheme. The enhanced Scheme is for 5 years but it was extended for three years from 1 January 2017 to 31 December 2019. During Budget 2019, the Minister of Finance for Singapore announced a further 1 year extension from 31 December 2019 to 31 December 2020.

Under the extended SEC, for each Singaporean employee who is aged 55 and above and who earns up to \$4,000 per month, the Company will receive up to 8% Special Employment Credit based on that employee's salary and employee's age. The Scheme has 2 payouts in March and September.

^(b) The Wage Credit Scheme ("WCS") was introduced as a budget initiative in 2013 to help businesses which may face rising wage costs in a tight labour market. The Government will co-fund 40% of wage increases to Singaporean employees earning a gross monthly wage of \$4,000 for the financial year 2013 to 2015 and 20% co-funding in the financial years of 2016 and 2017. During Budget 2018, the WCS was further extended to 2020. The co-funding ratio is 15% in 2019 and subsequently step down to 10% in 2020.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

6. Finance costs

Interest expense:
Leases interest
Finance lease liabilities
Bank loans

	Group	
	2020	2019
	\$'000	\$'000
	676	–
	33	33
	249	296
	958	329

7. Other expenses

Amortisation of intangible assets
Depreciation of property, plant and equipment - admin
Impairment loss on property, plant and equipment (Note 11)
Depreciation of right-of-use assets- admin
Impairment loss on right-of-use assets (Note 29)
Loss on foreign exchange, net
Property, plant and equipment written off (Note 11)
Impairment loss/(write-back) on amount due from an associate (Note 16)
Impairment loss on amount due from joint venture (Note 16)
Impairment loss on trade and other receivables (Note 19)
Fair value adjustment for investment in unquoted shares
Loss on disposal of investment in unquoted shares

	Group	
	2020	2019
	\$'000	\$'000
	70	63
	1,260	1,334
	271	–
	9	–
	136	–
	172	178
	196	135
	229	(11)
	1,350	–
	4	59
	–	16
	74	–
	3,771	1,774

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

8. Profit before tax

The following items have been included in arriving at profit before tax:

	Group	
	2020	2019
	\$'000	\$'000
Depreciation of property, plant and equipment (Note 11)	5,373	5,262
Depreciation of right-of-use assets (Note 29)	9,852	–
Inventories recognised as an expense in cost of sales (Note 18)	26,977	27,396
Employee benefits expense (including Directors):		
- Salaries and bonuses	22,676	23,010
- Central Provident Fund	3,312	3,374
Non-audit fees paid to:		
- Auditor of the Group	19	19
Audit fees paid to:		
- Auditor of the Group	99	88
- Other auditors	26	26
Operating lease expenses (Note 32(b))	4,117	14,057
Staff training and benefits	353	482
Utilities expenses	2,099	2,049
Packaging material expenses	1,616	1,495

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

9. Income tax expense

(a) Major components of income tax expense

The major components of tax expense for the years ended 31 March 2020 and 31 March 2019 are as follows:

	Group	
	2020	2019
	\$'000	\$'000
<i>Current income tax:</i>		
- Current income taxation	1,012	1,326
- Over provision in respect of previous years	(40)	(172)
	<u>972</u>	<u>1,154</u>
<i>Deferred income tax:</i>		
- Origination and reversal of temporary differences	(105)	(80)
	<u>(105)</u>	<u>(80)</u>
Income tax expense recognised in profit or loss	<u>867</u>	<u>1,074</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

9. Income tax expense (cont'd)

(b) Relationship between income tax expense and profit before tax

A reconciliation between tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 March 2020 and 31 March 2019 is as follows:

	Group	
	2020	2019
	\$'000	\$'000
Profit before tax	1,716	5,412
Tax at the domestic rates applicable to profits in the countries where the Group operates:	202	1,024
Adjustments:		
Non-deductible expenses	814	374
Income not subject to taxation	(74)	(117)
Effect of partial tax exemption and tax relief	(35)	(35)
Over provision in respect of previous years	(40)	(172)
Income tax expense recognised in profit or loss	867	1,074

The above reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

10. Earnings per share

Basic earnings per share are calculated by dividing profit for the year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the year.

Diluted earnings per share amounts are calculated by dividing profit for the year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on the conversion of all the dilutive potential ordinary shares into ordinary shares. There are no dilutive potential ordinary shares.

The following table reflects the profit and share data used in the computation of basic and diluted earnings per share for the years ended 31 March 2020 and 31 March 2019:

	Group	
	2020 \$'000	2019 \$'000
Profit for the year attributable to owners of the Company used in computation of basic and diluted earnings per share	849	4,338

	Group	
	2020 No. of Shares	2019 No. of shares
Weighted average number of ordinary shares for basic earnings per share	121,374,700	121,374,700
Weighted average number of ordinary shares for diluted earnings per share	121,374,700	121,374,700

There have been no transactions involving ordinary shares or potential ordinary shares since the reporting date and before the completion of these financial statements.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

11. Property, plant and equipment

Group	Freehold land \$'000	Buildings \$'000	Machinery and equipment \$'000	Motor vehicles \$'000	Renovation \$'000	Electrical fittings \$'000	Furniture \$'000	Computers \$'000	Total \$'000
Cost or deemed cost:									
At 1 April 2018	916	11,922	16,759	3,962	12,064	4,647	3,902	2,100	56,272
Additions	–	–	425	389	980	177	372	80	2,423
Disposals	–	–	–	(543)	–	–	–	–	(543)
Written off	–	–	(403)	–	(896)	(242)	(367)	(27)	(1,935)
Exchange differences	(19)	(13)	(13)	(1)	(6)	(1)	(1)	(1)	(55)
At 31 March 2019 and 1 April 2019	897	11,909	16,768	3,807	12,142	4,581	3,906	2,152	56,162
Additions	–	–	578	393	1,008	207	301	65	2,552
Disposals	–	–	(2)	(56)	–	–	–	–	(58)
Written off	–	–	(259)	–	(1,042)	(282)	(210)	(29)	(1,822)
Exchange differences	(2)	(2)	(6)	–	(3)	(1)	–	–	(14)
At 31 March 2020	895	11,907	17,079	4,144	12,105	4,505	3,997	2,188	56,820
Accumulated depreciation									
1 April 2018	–	311	8,801	2,139	7,607	1,917	2,560	1,377	24,712
Depreciation charge for the year	–	353	1,484	540	1,605	495	516	269	5,262
Disposals	–	–	–	(465)	–	–	–	–	(465)
Written off	–	–	(391)	–	(829)	(228)	(328)	(24)	(1,800)
At 31 March 2019 and 1 April 2019	–	664	9,894	2,214	8,383	2,184	2,748	1,622	27,709
Depreciation charge for the year	–	353	1,492	527	1,758	519	488	236	5,373
Disposals	–	–	–	(56)	–	–	–	–	(56)
Impairment loss	–	–	20	–	186	51	12	2	271
Written off	–	–	(217)	–	(945)	(266)	(170)	(28)	(1,626)
At 31 March 2020	–	1,017	11,189	2,685	9,382	2,488	3,078	1,832	31,671
Net carrying amount:									
At 31 March 2019	897	11,245	6,874	1,593	3,759	2,397	1,158	530	28,453
At 31 March 2020	895	10,890	5,890	1,459	2,723	2,017	919	356	25,149

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

11. Property, plant and equipment (cont'd)

The cash outflow on acquisition of property, plant and equipment amounted to \$2,314,000 (2019: \$2,144,000). The addition includes the increase in the provision for reinstatement cost of \$154,000 (2019: \$79,000) and assets bought by means of finance lease.

Assets held under finance leases

During the year, the Group acquired motor vehicles with an aggregate cost of \$120,000 (2019: \$310,000) by means of partial finance leases. The net carrying amount of motor vehicles held under finance leases as at 31 March 2020 was \$936,000 (2019: \$1,273,000).

Leased assets are pledged as security for the related finance lease liabilities (Note 27).

Assets pledged as security

In addition to assets held under finance leases, certain of the Group's freehold land and buildings with a carrying amount of \$11,429,000 (2019: \$11,738,000) are mortgaged to secure the Group's bank loans (Note 26) and banking facilities.

Buildings owned by the Group

Information on buildings owned by the Group is set out below:

Location	Tenure	Description
<u>Singapore</u>		
2 Woodlands Terrace Singapore 738427	30 + 30 years from 16 February 1994	Food factory
4 Woodlands Terrace Singapore 738429	30 + 30 years from 1 September 1994	Food factory
15 Woodlands Loop #01-57 Singapore 738322	30 years from 1 October 1997	Food factory
<u>Malaysia</u>		
2 Jalan Laman Setia 7/1, Taman Laman Setia, 81550 Johor Bahru, Johor, Malaysia	Freehold	Industrial building

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

11. Property, plant and equipment (cont'd)

Impairment testing

During the year, in consideration of the business impact from the COVID-19 pandemic and the operating performance of the Group's manufacturing operation and the retail outlets in Singapore, management carried out a review of the recoverable amount of the property, plant and equipment.

a) Malaysia's manufacturing

The recoverable amount of these assets was based on its value in use ("VIU"), which was computed based on pre-tax discount rate of 13.78% (2019: 12.22%) and long-term growth rate of 2% (2019: 2%). Other key assumptions include budgeted revenue and budgeted cost. Based on the outcome of the impairment test, no impairment was recorded for the financial year ended 31 March 2020 and 2019.

The calculations of VIU for these assets are most sensitive to the following assumptions:

Budgeted revenue: Estimated production volumes are based on long-term strategic plan of existing and new products. Production volumes are dependent on a number of variables, such as customers' demand, labour availability and number of products being produced.

Budgeted cost: Estimated budgeted cost is at approximately 50% (2019: 40%) of budgeted revenue, which is consistent with the Malaysia geographical segment's average gross margin for the respective years.

Long-term growth rate: the forecasted long-term growth rate used is based on best estimates of the management and does not exceed the long-term average growth rate of the market relevant to the CGU.

Pre-tax discount rate: discount rate calculation is based on the specific circumstances of the Group and derived from its weighted average cost of capital (the "WACC"). The WACC takes into account both debt and equity. The cost of equity is derived from the expected return on investment by the Group's investors. The cost of debt is based on long term borrowing rates in Malaysia.

(b) Singapore's retail outlets

The recoverable amounts of the property, plant and equipment and right-of-use assets (Note 29) have been determined based on value-in-use calculations using the cash flow projections approved by management. The pre-tax discount rate applied to cash flow projection is 12.2%. For the financial year ended 31 March 2020, the Group recognised an impairment loss on property, plant and equipment and right-of-use assets of \$271,000 and \$136,000 (Note 29) respectively. The impairment loss is recognised in 'Other expenses' in the Statement of Comprehensive Income.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

12. Intangible assets

Group	Club membership \$'000	Computer software licences \$'000	Total \$'000
Cost			
At 1 April 2018	175	633	808
Additions	–	2	2
At 31 March 2019 and 1 April 2019	175	635	810
Additions	–	28	28
At 31 March 2020	175	663	838
Accumulated amortisation			
At 1 April 2018	15	504	519
Amortisation during the year	7	56	63
At 31 March 2019 and 1 April 2019	22	560	582
Amortisation during the year	7	63	70
At 31 March 2020	29	623	652
Net carrying amount:			
At 31 March 2019	153	75	228
At 31 March 2020	146	40	186
Average remaining amortisation years			
- 31 March 2019	21	1	
- 31 March 2020	20	1	

Club membership

This relates to transferable membership in a golf club in Singapore which is stated at cost less accumulated amortisation and any impairment in value.

Amortisation expense

The amortisation of club membership and computer software licences is included in the “Other expense” line item in Consolidated Statement of Comprehensive Income.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

13. Investment in subsidiaries

	Company	
	2020 \$'000	2019 \$'000
Unquoted equity shares, at cost	5,640	5,640

Composition of the Group

The Group has the following investment in subsidiaries.

Name	Country of incorporation	Principal activities	Proportion (%) of ownership interest	
			2020	2019
<i>Held by the Company:</i>				
Ten & Han Trading Pte Ltd ⁽¹⁾	Singapore	Manufacture and distribution of food products, operation of retail food outlets and general trading	100	100
Old Chang Kee Australia Pty Ltd ⁽²⁾	Australia	Operation of retail food outlets	100	100
Old Chang Kee Manufacturing Sdn. Bhd. ⁽³⁾	Malaysia	Manufacture and distribution of food products	100	100

⁽¹⁾ Audited by Ernst & Young LLP, Singapore.

⁽²⁾ Audited by R A Hardwick F CPA, Australia.

⁽³⁾ Audited by G.K. Lye PLT., Malaysia

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

14. Investment in unquoted shares

At fair value through profit or loss
- Equity instrument (unquoted)

Net carrying amount

Non-current

Group and Company	
2020	2019
\$'000	\$'000
-	234
-	234

During the year, the investment was disposed at \$160,000 after the Group has recognised loss on disposal of \$74,000.

In 2019, a fair value loss of \$16,000 was recognised for the unquoted equity instrument.

15. Investment in associates and joint venture

Investment in associates
Impairment losses for investment in associates

Investment in joint venture
Impairment losses for investment in joint venture
Share of losses

Total investment in associate and joint venture

	Group		Company	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Investment in associates	34	34	34	34
Impairment losses for investment in associates	(34)	(34)	(34)	(34)
	-	-	-	-
Investment in joint venture	160	461	537	537
Impairment losses for investment in joint venture	-	-	(537)	-
Share of losses	(160)	(301)	-	-
	-	160	-	537
Total investment in associate and joint venture	-	160	-	537

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

15. Investment in associates and joint venture (cont'd)

Details of associates and joint venture are as follows:

Name	Country of incorporation	Principal activities	Proportion (%) of ownership interest	
			2020	2019
Old Chang Kee (M) Sdn Bhd ⁽¹⁾	Malaysia	Operating retail food outlets and general trading	40	40
Old Chang Kee (Thailand) Co. Ltd. ⁽²⁾	Thailand	Dormant	40	40
Old Chang Kee UK Limited ⁽³⁾	United Kingdom	Operating retail food outlets	60	60

(1) Audited by Poo, Lee & Co., Malaysia.

(2) Audited by U.B. Audit Office, Thailand.

(3) The Group owns 60% equity and economic interest in Old Chang Kee UK Limited ("OCK UK"). The shares held by the Group carry voting rights and rights to dividends as and when declared. The Group and its joint venture partner jointly control OCK UK as decisions about the key activities require unanimous consent of both parties. The shares of OCK UK are held in trust by three directors on behalf of the Group.

Investment in associates

The Group has not recognised losses relating to certain associates where its share of losses exceeds the Group's interest in these associates. The Group's cumulative share of unrecognised losses at the balance sheet date was \$ 491,000 (2019: \$448,000) of which \$43,000 (2019: \$37,000) was the share of the current year's losses. The Group has no obligation in respect of these losses.

The Group's investment in associates are not individually material.

Investment in joint venture

During the year, the management performed a review on the recoverable amount of the investment in joint venture. The recoverable amount was estimated based on value-in-use calculations derived from cash flow projection. Based on the assessment, the Company has recognised an impairment of \$537,000 for the investment in the joint venture.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

15. Investment in associates and joint venture (cont'd)

Investment in joint venture (cont'd)

Information about the Group's joint venture is as follows:

	OCK UK	
	2020	2019
	\$'000	\$'000
Revenue	1,057	718
Administrative expenses	(48)	(55)
Other operating expenses	(1,733)	(1,165)
Loss before tax	(723)	(502)
Income tax expense	–	–
Loss after tax, representing total comprehensive income	<u>(723)</u>	<u>(502)</u>

16. Amount due from joint venture and amounts due from associates

	Group		Company	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Amount due from joint venture	1,350	494	1,099	282
Less: Allowance for impairment	(1,350)	–	(1,099)	–
Net carrying amount	<u>–</u>	<u>494</u>	<u>–</u>	<u>282</u>
<i>Movements in allowance account:</i>				
At the beginning of the financial year	–	–	–	–
Charge for the year	(1,350)	–	(1,099)	–
At the end of the financial year	<u>(1,350)</u>	<u>–</u>	<u>(1,099)</u>	<u>–</u>

Amount due from joint venture is non-trade in nature, unsecured, interest-free and repayable upon demand.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

16. Amount due from joint venture and amounts due from associates (cont'd)

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Amounts due from associates	1,274	1,176	996	976
Less: Allowance for impairment	(1,274)	(1,045)	(996)	(976)
Net carrying amount	<u>–</u>	<u>131</u>	<u>–</u>	<u>–</u>
<i>Movements in allowance account:</i>				
At the beginning of the financial year	(1,045)	(1,056)	(976)	(987)
Charge for the year	(229)	–	(20)	–
Written back	–	11	–	11
At the end of the financial year	<u>(1,274)</u>	<u>(1,045)</u>	<u>(996)</u>	<u>(976)</u>

Amounts due from associates are non-trade in nature, unsecured, interest-free and repayable upon demand.

17. Deposits

	Group	
	2020 \$'000	2019 \$'000
Current	1,355	756
Non-current	2,358	2,568
	<u>3,713</u>	<u>3,324</u>

These are mainly deposits placed with the landlords of retail outlets.

Deposits are denominated in the following currencies:

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

17. Deposits (cont'd)

	Group	
	2020 \$'000	2019 \$'000
Singapore Dollars	3,669	3,281
Malaysian Ringgits	44	43
	<u>3,713</u>	<u>3,324</u>

18. Inventories

	Group	
	2020 \$'000	2019 \$'000
<i>Balance sheet:</i>		
Raw materials and finished goods	130	971
Sundry consumables	1,155	126
Total inventories at lower of cost and net realisable value	<u>1,285</u>	<u>1,097</u>
<i>Consolidated statement of comprehensive income:</i>		
Inventories recognised as an expense in cost of sales (Note 8)	<u>26,977</u>	<u>27,396</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

19. Trade and other receivables

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Trade and other receivables (current):				
Trade receivables	427	412	–	–
Less: Allowance for impairment	(86)	(82)	–	–
Trade receivables (net)	341	330	–	–
Sundry receivables	197	56	131	–
Less: Allowance for impairment	(50)	(50)	–	–
Government grant receivables	2,250	–	28	–
Total trade and other receivables	2,738	336	159	–
Deposits (Note 17)	1,355	756	–	–
Other receivables (non-current):				
Deposits (Note 17)	2,358	2,568	–	–
Total trade and other receivables (current and non-current)	6,451	3,660	159	–
<i>Add:</i>				
Amount due from joint venture (Note 16)	–	494	–	282
Amounts due from associates (Note 16)	–	131	–	–
Amounts due from subsidiaries (Note 20)	–	–	6,385	7,198
Cash and bank balances (Note 21)	11,749	15,447	3,866	4,999
Restricted cash (Note 22)	2,500	–	–	–
<i>Less:</i>				
Government grant receivables	(2,250)	–	(28)	–
Total financial assets carried at amortised cost	18,450	19,732	10,382	12,479

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

19. Trade and other receivables (cont'd)

Trade receivables

Trade receivables relate mainly to delivery sales, catering sales, voucher sales and export sales to franchisees and are non-interest bearing and generally on 30 days' terms.

They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Other receivables

Included in the Group's other receivables and the Company's other receivables are an amount of \$2,250,000 (2019: nil) and \$28,000 (2019: \$nil) of government grants to be received in relation to the Job Support Scheme announced in the Singapore 2020's Budget.

Expected credit losses

The movement in allowance for expected credit losses of trade and other receivables computed based on lifetime ECL are as follows:

	Trade and other receivables 2020 \$'000	Trade and other receivables 2019 \$'000
Movement in allowance accounts:		
At 1 April 2019	(132)	(73)
Charge for the year	(4)	(59)
At 31 March 2020	<u>(136)</u>	<u>(132)</u>

20. Amounts due from subsidiaries

These amounts are non-trade, unsecured, non-interest bearing and are repayable upon demand.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

21. Cash and bank balances

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Cash on hand	80	80	–	–
Cash at banks	9,558	11,741	3,866	4,999
Short-term deposits	2,111	3,626	–	–
	<u>11,749</u>	<u>15,447</u>	<u>3,866</u>	<u>4,999</u>

Cash at banks earn interest at floating rates based on daily bank deposit rates. Short-term deposits are made for varying periods of between two to three months depending on the immediate cash requirements of the Group, and earn interest at the respective short-term deposit rates. The weighted average effective interest rate of short-term deposits and cash at banks is 0.75 % (2019: 0.42%) per annum.

Cash and bank balances are denominated in the following currencies:

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Singapore Dollars	11,510	15,302	3,866	4,999
Malaysian Ringgit	191	96	–	–
Australian Dollars	48	49	–	–
	<u>11,749</u>	<u>15,447</u>	<u>3,866</u>	<u>4,999</u>

22. Restricted cash

Restricted cash relates to fixed deposit pledged with a bank to secure bank guarantees.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

23. Trade and other payables

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Trade payables	3,186	3,554	–	–
Accruals	2,239	2,998	845	1,777
Sundry creditors	310	588	33	66
Government grant	2,250	–	28	–
Contract liabilities	312	351	–	–
Trade and other payables	8,297	7,491	906	1,843
Add:				
- Other liabilities (Note 24)	182	176	–	–
- Bank loans (Note 26)	7,940	9,178	–	–
- Lease liabilities (Note 29)	19,768	–	–	–
- Finance lease liabilities (Note 32(c))	571	648	–	–
Less:				
GST payable	(570)	(624)	(30)	(66)
Contract liabilities	(312)	(351)	–	–
Government grants	(2,250)	–	(28)	–
Total financial liabilities carried at amortised cost	33,626	16,518	848	1,777

Trade payables are non-interest bearing and are normally settled between 7 to 60 days' terms.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

23. Trade and other payables (cont'd)

Trade payables are denominated in the following currencies:

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Singapore Dollars	2,585	2,991	–	–
Thai Baht	526	498	–	–
Euro	3	–	–	–
Australian Dollars	8	15	–	–
Malaysian Ringgit	64	50	–	–
	<u>3,186</u>	<u>3,554</u>	<u>–</u>	<u>–</u>

24. Other liabilities

	Group	
	2020 \$'000	2019 \$'000
Foreign staff deposits	<u>182</u>	<u>176</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

25. Provisions

	Provision for unconsumed leave (i)		Provision for reinstatement costs (ii)		Total	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Group						
At the beginning of the financial year	409	364	1,981	2,034	2,390	2,398
Provided during the year	560	497	154	79	714	576
Utilised during the year	(457)	(435)	(39)	(20)	(496)	(455)
Unused amounts reversed during the year	(76)	(17)	(95)	(112)	(171)	(129)
Exchange differences	–	–	(2)	–	(2)	–
At the end of the financial year	436	409	1,999	1,981	2,435	2,390
Company						
At the beginning of the financial year	44	41	–	–	44	41
Provided during the year	49	9	–	–	49	9
Utilised during the year	(16)	(6)	–	–	(16)	(6)
Unused amounts reversed during the year	(30)	–	–	–	(30)	–
	47	44	–	–	47	44

(i) Provision for unconsumed leave

Provision for unconsumed leave of the Group and the Company of \$436,000 (2019: \$409,000) and \$47,000 (2019: \$44,000) respectively is the estimated cost of employee entitlements to annual leave. The estimated liability for leave is recognised for services rendered by employees up to end of the reporting period.

(ii) Provision for reinstatement costs

Provision for reinstatement costs of \$1,999,000 (2019: \$1,981,000) is the estimated costs of restoring retail outlets to their original conditions, which are capitalised and included in the cost of fixed assets.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

26. Bank loans

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Current	1,222	1,430	–	–
Non-current	6,718	7,748	–	–
	<u>7,940</u>	<u>9,178</u>	<u>–</u>	<u>–</u>
	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Bank loans:				
Loan 1	–	1,288	–	–
Loan 2	288	376	–	–
Loan 3	–	3,423	–	–
Loan 4	–	–	–	–
Loan 5	–	4,091	–	–
Loan 6	7,652	–	–	–
	<u>7,940</u>	<u>9,178</u>	<u>–</u>	<u>–</u>

Loan 1: The loan bears interest rate at 1.3% per annum above the bank's prevailing cost of funds. This loan, denominated in Singapore Dollars, is secured by a first legal mortgage over certain of the Group's leasehold buildings (Note 11) and corporate guarantee provided by the Company. The loan was repayable over 120 monthly installments from February 2013 and a final installment on January 2023. On 11 June 2019, the Group has made a full repayment of the outstanding loan.

Loan 2: The loan bears interest rate at 1.5% per annum above the bank's prevailing cost of funds. This loan, denominated in Singapore Dollars, is secured by a first legal mortgage over certain of the Group's leasehold buildings (Note 11) and corporate guarantee provided by the Company. The loan is repayable over 120 monthly installments from February 2014 and a final installment on January 2024.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

26. Bank loans (cont'd)

Loan 3: The loan bears interest rate at 1.3% per annum above the bank's prevailing cost of funds. This loan, denominated in Singapore Dollars, is secured by a first legal mortgage over certain of the Group's leasehold buildings (Note 11) and corporate guarantee provided by the Company. The loan is repayable over 120 monthly installments from October 2015 and a final installment on September 2025. On 11 June 2019, the Group has made a full repayment of the outstanding loan.

Loan 4: The loan bore interest rate at 1.75% per annum above the bank's prevailing cost of funds. This construction loan, denominated in Singapore Dollars, is secured by a first legal mortgage over certain of the Group's leasehold buildings (Note 11) and corporate guarantee provided by the Company. The loan was converted on 31 July 2017 to Loan 5.

Loan 5: On the maturity date of Loan 4, the Group fulfilled the conditions precedent and converted Loan 4 on the final maturity date. Upon conversion, the loan bears interest rate at 1.75% per annum above the bank's prevailing cost of funds. This construction loan, denominated in Singapore Dollars, is secured by a first legal mortgage over certain of the Group's leasehold buildings (Note 11) and corporate guarantee provided by the Company. The loan is repayable over 120 monthly installments from September 2017 and a final installment on August 2027. On 11 June 2019, the Group has made a full repayment of the outstanding loan.

Loan 6: The loan bears interest rate at 1.00% per annum above the bank's prevailing cost of funds. This loan, denominated in Singapore Dollars, is secured by a first legal mortgage over certain of the Group's leasehold buildings (Note 11). The loan is repayable over 84 monthly installments from July 2019 and a final installment on June 2026.

	2019		Non-cash changes	2020
	\$'000	Cash flows \$'000	Other \$'000	\$'000
Bank loans				
- current	1,430	(1,238)	1,030	1,222
- non-current	7,748	-	(1,030)	6,718
	9,178	(1,238)	-	7,940

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

26. Bank loans (cont'd)

	2018	Cash flows	Non-cash changes	2019
	\$'000	\$'000	Other	\$'000
			\$'000	
Bank loans				
- current	1,430	(1,431)	1,431	1,430
- non-current	9,179	–	(1,431)	7,748
	10,609	(1,431)	–	9,178

The 'other' column relates to reclassification of non-current portion of the bank loans due to passage of time.

27. Finance lease liabilities

Finance lease liabilities are secured by a charge over the leased assets (Note 11). The average discount rate implicit in the leases ranges from 3.9% to 5.0% (2019: 4.0% to 5.0%) per annum.

	2019	Cash flows	Non-cash changes		2020
	\$'000	\$'000	Acquisition	Other	\$'000
				\$'000	
Finance lease liabilities					
- current	146	(161)	15	170	170
- non-current	502	–	69	(170)	401
	648	(161)	84	–	571

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

27. Finance lease liabilities (cont'd)

	2018	Non-cash changes		2019
	Cash flows	Acquisition	Other	
	\$'000	\$'000	\$'000	\$'000
Finance lease liabilities				
- current	166	(224)	137	146
- non-current	506	–	(137)	502
	<u>672</u>	<u>(224)</u>	<u>200</u>	<u>648</u>

The 'other' column relates to reclassification of non-current portion of the finance lease liabilities due to passage of time.

28. Deferred tax assets/ (liabilities)

	Group		Company	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
At the beginning of the financial year	(1,256)	(1,336)	–	–
Origination and reversal of temporary differences	105	80	10	–
At the end of the financial year	<u>(1,151)</u>	<u>(1,256)</u>	<u>10</u>	<u>–</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

28. Deferred tax assets/ (liabilities) (cont'd)

	Group		Company	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Deferred taxation comprises:				
<i>Deferred tax liabilities:</i>				
Excess of net book value over tax base of plant and equipment and leases	(1,364)	(1,318)	–	–
	<u>(1,364)</u>	<u>(1,318)</u>	<u>–</u>	<u>–</u>
<i>Deferred tax assets:</i>				
Provisions	141	62	10	–
Leases	72			
	<u>213</u>	<u>62</u>	<u>10</u>	<u>–</u>
Net deferred tax (liabilities)/ assets	<u>(1,151)</u>	<u>(1,256)</u>	<u>10</u>	<u>–</u>
Presented in balance sheet as:				
Deferred tax assets	10	–	10	–
Deferred tax liabilities	<u>(1,161)</u>	<u>(1,256)</u>	<u>–</u>	<u>–</u>

29. Leases

Group as a lessee

The Group has lease contracts for outlets and factory used in its operations. The Group's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the Group is restricted from assigning and subleasing the leased assets. There are several lease contracts that include extension and termination options and variable lease payments, which are further discussed below.

The Group also has certain leases with lease terms of 12 months or less and leases of office equipment with low value. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

29. Leases (cont'd)

Group as a lessee (cont'd)

(a) Right-of-use assets

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

Group	Factory \$'000	Outlet \$'000	Total \$'000
As at 1 April 2019	1,625	19,009	20,634
Additions	22	8,680	8,702
Exchange difference	–	(7)	(7)
	1,647	27,682	29,329
Accumulated depreciation			
As at 1 April 2019	–	–	–
Depreciation charge for the year	(47)	(9,805)	(9,852)
Impairment loss	–	(136)	(136)
Exchange difference	–	3	3
	(47)	(9,938)	(9,985)
As at 31 March 2020	1,600	17,744	19,344

Please refer to Note 11 for details on the impairment assessment of the right-of-use assets.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

29. Leases (cont'd)

Group as a lessee (cont'd)

(b) Lease liabilities

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	Group 2020 \$'000
As at 1 April	20,630
Additions	8,702
Accretion of interest	676
Payments	(10,240)
As at 31 March	19,768
Current	9,837
Non-current	9,931
	19,768

A reconciliation of liabilities arising from the Group's financing activities is as follows:

Group	1 April 2019	Net cashflow	Non cash change		2020
	\$'000	\$'000	Accretion of interest \$'000	Others* \$'000	\$'000
Lease liabilities					
- Current	7,165	(10,240)	676	12,236	9,837
- Non current	13,465	-	-	(3,534)	9,931
	20,630	(10,240)	676	8,702	19,768

*The 'others' column relates to reclassification of non-current portion of lease liabilities due to the passage of time, partially offset by additions of new lease contracts during the year.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

29. Leases (cont'd)

Group as a lessee (cont'd)

(b) Lease liabilities (cont'd)

The following are the amounts recognised in profit or loss:

	2020
	\$'000
Group	
Depreciation expense of right-of-use assets	9,852
Interest expense on leases liabilities	676
Expense relating to short-term leases	1,870
Expense relating to leases of low-value assets	25
Expense relating to non-lease component	704
Variable lease payments	1,518
Total amount recognised in profit or loss	<u>14,645</u>

(c) Total cashflow

The Group had total cash outflows for leases of \$14,357,000 during the financial year which included the principal payment of \$9,564,000 and interest payment of \$676,000. The Group also had non-cash additions to right-of-use assets and lease liabilities of \$8,702,000 in 2020. The future cash outflows relating to leases that have not yet commenced are disclosed in Note 32(b).

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

29. Leases (cont'd)

Group as a lessee (cont'd)

(d) Extension option

The Group has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs. Management exercises judgement in determining whether these extensions and termination options are reasonably certain to be exercised. Set out below are the undiscounted potential future rental payments relating to periods following the exercise date of extension and termination options that are not included in the lease term:

	Within 5 years \$'000
Extension options not reasonably certain to be exercised	<u>7,612</u>

30. Share capital

	Group and Company			
	2020		2019	
	No. of ordinary shares	\$'000	No. of ordinary shares	\$'000
Ordinary shares issued and fully paid				
At the beginning and end of the financial year	<u>121,374,700</u>	<u>13,964</u>	<u>121,374,700</u>	<u>13,964</u>

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

31. Other reserves

Foreign currency translation reserve

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

32. Commitments and contingencies

(a) Capital commitments

Capital expenditure contracted for as at the end of the reporting period but not recognised in the financial statements is as follows:

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Capital commitments in respect of property, plant and equipment	296	195	–	–

(b) Operating lease commitments - as lessee

For financial year ended 31 March 2019, the Group has non-cancellable operating lease agreements in respect of equipment, land, storage premises and retail outlets. These non-cancellable operating leases have average tenure of between 1 to 60 years. These leases have been capitalised upon the adoption of SFRS(I) 16 Leases.

Some of the leases include a clause to enable upward revision of the rental charges on an annual basis based on prevailing conditions. Some of the rental outlets include clauses whereby rental is charged using a base rental plus a percentage of the outlet's sales turnover.

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Minimum lease payments under operating leases recognised as an expense	4,117	14,057	–	–

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

32. Commitments and contingencies (cont'd)

(b) Operating lease commitments - as lessee (cont'd)

Included in minimum lease payment for financial year ended 31 March 2019 was an amount of \$2,267,000 pertaining to contingent rental incurred during the financial year.

Future minimum rental payables under non-cancellable operating leases as at the end of the reporting year are as follows:

	Group		Company	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Not later than one year	657	11,500	–	–
Later than one year but not later than five years	852	11,785	–	–
Later than five years	14	2,637	–	–
	<u>1,523</u>	<u>25,922</u>	<u>–</u>	<u>–</u>

For financial year ended 31 March 2020, the minimal rental payables relate to leases not yet commenced to which the Group has committed.

Included in future minimum rental payables due in not later than one year is an amount of \$78,000 (2019: \$82,000) pertaining to a rental agreement entered with a related party.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

32. Commitments and contingencies (cont'd)

(c) Finance lease commitments

The Group has finance leases for certain motor vehicles. These leases have remaining terms ranging from 3 to 7 years with options to purchase at the end of the lease term. The lease terms do not contain restrictions concerning dividends, additional debt or further leasing.

Future minimum lease payments under finance leases together with the present value of the net minimum lease payments are as follows:

	2020		2019	
	Minimum lease payments \$'000	Present value of payments \$'000	Minimum lease payments \$'000	Present value of payments \$'000
Not later than one year	193	170	174	146
Later than one year but not later than five years	416	392	511	472
Later than five years	9	9	31	30
Total minimum lease payments	618	571	716	648
Less: Amounts representing finance charges	(47)	–	(68)	–
Present value of minimum lease payments	571	571	648	648

33. Related party transactions

Related parties are entities with common direct or indirect shareholders and/or directors. Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decision.

Some of the Group's transactions and arrangements are with related parties and the effects of these as determined between the parties are reflected in these financial statements.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

33. Related party transactions (cont'd)

In addition to the related party information disclosed elsewhere in the financial statements, the following transactions between the Group and related parties took place on terms agreed between the parties during the year:

	Group	
	2020 \$'000	2019 \$'000
Rental expense paid to director-related company, related party and director	(136)	(135)
Advisory services fee and other professional fees paid to related party and director-related firm	(133)	(182)
<i>Compensation of key management personnel</i>		
Short-term employee benefits	2,972	3,850
Central Provident Fund contributions	58	56
Total compensation paid to key management personnel	3,031	3,906
<i>Comprise amounts paid to:</i>		
- Directors of the Company	2,793	3,678
- Other key management personnel	238	228
	3,031	3,906

The remuneration of key management personnel are determined by the Board of Directors having regard to the performance of individuals and market trends.

34. Fair value of assets and liabilities

(a) Fair value hierarchy

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

- Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date,
- 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.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

34. Fair value of assets and liabilities (cont'd)

(b) Assets and liabilities measured at fair value

The following table shows an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period:

	Group 2019			Total \$'000	
	Fair value measurements at the end of the reporting period using				
	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant other observable inputs (Level 2) \$'000	Significant unobservable inputs (Level 3) \$'000		
Assets measured at fair value					
Financial assets:					
Equity instrument at fair value through profit or loss (Note 14)					
Unquoted shares	–	–	234	234	
Financial assets as at 31 March 2019	–	–	234	234	

The unquoted shares have been disposed during the year.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

34. Fair value of assets and liabilities (cont'd)

(c) Level 3 fair value measurements

(i) Information about significant unobservable inputs used in Level 3 fair value measurements

The following table shows the information about fair value measurements using significant unobservable inputs (Level 3):

	Fair value as at 31 March 2019 \$'000	Valuation techniques	Unobservable inputs	Range (Weighted average)
At fair value through profit or loss				
Unquoted shares	234	Discounted cash flow	Expected sales growth	3% - 5%
			Weight average cost of capital	8.7%
			Terminal growth rate	2%

Impact of a change in the inputs to the fair value

For unquoted shares, a significant increase (decrease) in the expected weighted average cost of capital would result in a significantly lower (higher) fair value measurement. A significant increase (decrease) in expected sales growth and terminal growth rate of the investment would result in a significantly higher (lower) fair value measurement.

	Group Fair value measurement using significant Unobservable inputs (Level 3) 2019 \$'000
Unquoted shares:	
Opening balance as of 1 April 2019:	250
Total gains or losses for the period	
- included in other expenses under fair value adjustment of unquoted shares	(16)
	<u>234</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

34. Fair value of assets and liabilities (cont'd)

(c) Level 3 fair value measurements (cont'd)

(ii) Valuation policies and procedures

The Chief Financial Officer (“CFO”), who is assisted by the finance manager and senior accountant (collectively referred to as the “Finance Department”) oversees the Group’s financial reporting valuation process and is responsible for setting and documenting the Group’s valuation policies and procedures. In this regard, the Finance Department reports to the Group’s Audit Committee.

For all significant financial reporting valuations using valuation models and significant unobservable inputs, it is the Group’s policy to engage external valuation experts to perform the valuation with sufficient regularity. The Finance Department 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 Finance Department reviews the appropriateness of the valuation methodologies and assumptions adopted. The Finance Department also evaluates the appropriateness and reliability of the inputs (including those developed internally by the Group) used in the valuations.

In selecting the appropriate valuation models and inputs to be adopted for each valuation that uses significant non-observable inputs, external valuation experts are requested to calibrate the valuation models and inputs to actual market transactions (which may include transactions entered into by the Group with third parties as appropriate) that are relevant to the valuation if such information are reasonably available. For valuations that are sensitive to the unobservable inputs used, external valuation experts are required, to the extent practicable to use a minimum of two valuation approaches to allow for cross-checks.

Significant changes in fair value measurements from period to period are evaluated by the Finance Department for reasonableness. Key drivers of the changes are identified and assessed for reasonableness against relevant information from independent sources, or internal sources if necessary and appropriate.

The Finance Department documents and reports its analysis and results of the external valuations to the Audit Committee as and when necessary. The Audit Committee performs a high-level independent review of the valuation process and results and recommends if any revisions need to be made before presenting the results to the Board of Directors for approval.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

35. Financial risk management objectives and policies

The Group is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk and interest rate risk. The Board of Directors reviews and agrees policies and procedures for the management of these risks, which are executed by the CEO and CFO. Exposure to key financial risks is monitored on an on-going basis and management will assess the extent of such risks in order to ensure that these risks are kept at a minimal level. It is, and has been throughout the current and previous financial year the Group's policy that no derivatives shall be undertaken except for the use as hedging instruments where appropriate and cost-efficient. The Group does not apply hedge accounting.

The following sections provide details regarding the Group's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's exposure to credit risk arises primarily from trade and other receivables. For other financial assets which include cash and cash equivalents, the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades mainly in cash. Credit terms are only extended to reputable business associate companies, recognised and creditworthy third parties. Transactions with credit terms relate mainly to delivery and catering sales, voucher sales and export sales. The Group monitors the creditability of existing customers on a regular basis and terms with such customers are adjusted if the customers do not abide by the terms extended. In addition, receivable balances are monitored on an on-going basis with the result that the Group's exposure to bad debts is not significant.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Group has determined the default event on a financial asset to be when the counterparty fails to make contractual payments, within 90 days when they fall due, which are derived based on the Group's historical information.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

35. Financial risk management objectives and policies (cont'd)

(a) Credit risk (cont'd)

To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Group considers available reasonable and supportive forward-looking information which includes the following indicators:

- Internal credit rating
- External credit rating
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the borrower's ability to meet its obligations
- Actual or expected significant changes in the operating results of the borrower
- Significant increases in credit risk on other financial instruments of the same borrower
- Significant changes in the expected performance and behaviour of the borrower, including changes in the payment status of borrowers in the group and changes in the operating results of the borrower.

The Group categorises a loan or receivable for potential write-off when a debtor fails to make contractual payments more than 90 days past due. Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where loans and receivables have been written off, the company continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

The following are credit risk management practices and quantitative and qualitative information about amounts arising from expected credit losses for each class of financial assets.

Trade receivables

The Group provides for lifetime expected credit losses for all trade receivables using a provision matrix. The provision rates are determined based on the Group's historical observed default rates analysed in accordance to days past due by grouping of customers based on geographical region. The loss allowance provision as at 31 March 2020 is determined as follows, the expected credit losses below also incorporate forward-looking information such as forecast of economic conditions where the gross domestic product will deteriorate over the next year, leading to an increased number of defaults.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

35. Financial risk management objectives and policies (cont'd)

(a) Credit risk (cont'd)

Summarised below is the information about the credit risk exposure on the Group's trade receivables using provision matrix, grouped by geographical region:

Singapore

31 March 2020	Current \$'000	Less than 30 days \$'000	31 to 60 days \$'000	61 to 90 days \$'000	More than 90 days \$'000	Total \$'000
Gross carrying amount	206	37	52	30	102	427
Loss allowance provision	–	–	–	–	(86)	(86)

31 March 2019	Current \$'000	Less than 30 days \$'000	31 to 60 days \$'000	61 to 90 days \$'000	More than 90 days \$'000	Total \$'000
Gross carrying amount	258	40	6	4	104	412
Loss allowance provision	–	–	–	–	(82)	(82)

There is no loss allowance recognised for other geographical areas.

Other receivables, amount due from joint venture, associates and subsidiaries

The Group assessed the latest performance and financial position of the counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that there has been no significant increase in the credit risk since the initial recognition except for the amount due from joint venture and associates. Accordingly, the Company measured the impairment loss allowance using 12-month ECL.

Information regarding loss allowance movement of trade and other receivables and amount due from related companies balances are disclosed in Note 16, 19 and 20.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

35. Financial risk management objectives and policies (cont'd)

(a) Credit risk (cont'd)

Exposure to credit risk

At the end of the reporting period, the Group's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the balance sheet.

Credit risk concentration profile

- At the end of the reporting period, 100% (2019: 100%) of the Group's trade receivables were due from customers located in Singapore.
- At the end of the reporting period, approximately 98% (2019: 99%) of cash and bank balances were placed with financial institutions located in Singapore.

Financial assets that are neither past due nor impaired

Trade and other receivables that are neither past due nor impaired are creditworthy debtors with good payment record with the Group. Cash and cash equivalents that are neither past due nor impaired are placed with financial institutions with high credit ratings and no history of default.

(b) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group seeks to maintain sufficient liquid financial assets and stand-by credit facilities to manage its liquidity risks. As at 31 March 2020, the Group had total bank and finance lease facilities of \$21.2 million (2019: \$16.9 million) of which \$12.7 million (2019: \$13.0 million) were utilised and the balance of \$8.5 million (2019: \$3.9 million) remains unutilised.

The Group assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. Access to sources of funding is sufficiently available and debt maturing within 12 months can be rolled over with existing lenders.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

35. Financial risk management objectives and policies (cont'd)

(b) Liquidity risk (cont'd)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's financial assets and financial liabilities at the end of the reporting period based on contractual undiscounted repayment obligations:

Group	Carrying amount \$'000	Contractual cash flows \$'000	1 year or less \$'000	1 to 5 years \$'000	Over 5 years \$'000
31 March 2020					
Financial assets:					
Trade and other receivables	488	488	488	–	–
Deposits	3,713	3,713	1,355	2,358	–
Cash and bank balances	11,749	11,749	11,749	–	–
Restricted cash	2,500	2,500	2,500	–	–
Total undiscounted financial assets	18,450	18,450	16,092	2,358	–
Financial liabilities:					
Trade and other payables	5,165	5,165	5,165	–	–
Other liabilities	182	182	182	–	–
Finance lease liabilities	571	618	193	416	9
Bank loan	7,940	8,612	1,411	5,539	1,662
Lease liabilities	19,768	21,816	10,319	8,885	2,612
Total undiscounted financial liabilities	33,626	36,393	17,270	14,840	4,283
Total net undiscounted financial liabilities	(15,176)	(17,943)	(1,178)	(12,482)	(4,283)

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

35. Financial risk management objectives and policies (cont'd)

(b) Liquidity risk (cont'd)

Group	Carrying amount \$'000	Contractual cashflow \$'000	1 year or less \$'000	1 to 5 years \$'000	Over 5 years \$'000
31 March 2019					
Financial assets:					
Trade and other receivables	336	336	336	–	–
Amount due from joint venture	494	494	494	–	–
Amounts due from associates	131	131	131	–	–
Deposits	3,190	3,324	756	2,568	–
Cash and bank balances	15,447	15,447	15,447	–	–
Investment in unquoted shares	234	234	–	–	234
Total undiscounted financial assets	19,832	19,966	17,164	2,568	234
Financial liabilities:					
Trade and other payables	6,516	6,516	6,516	–	–
Other liabilities	176	176	176	–	–
Finance lease liabilities	648	716	174	511	31
Bank loan	9,178	10,021	1,647	7,533	841
Total undiscounted financial liabilities	16,518	17,429	8,513	8,044	872
Total net undiscounted financial assets/ (liabilities)	3,314	2,537	8,651	(5,476)	(638)

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

35. Financial risk management objectives and policies (cont'd)

(b) Liquidity risk (cont'd)

Company	Carrying amount \$'000	Contractual cash flows \$'000	1 year or less \$'000	1 to 5 years \$'000	Over 5 years \$'000
31 March 2020					
Financial assets:					
Trade and other receivables	159	159	159	–	–
Amounts due from subsidiaries	6,385	6,385	6,385	–	–
Cash and bank balances	3,866	3,866	3,866	–	–
Total undiscounted financial assets	10,410	10,410	10,410	–	–
Financial liabilities:					
Trade and other payables	876	876	876	–	–
Total undiscounted financial liabilities	876	876	876	–	–
Total net undiscounted financial assets	9,534	9,534	9,534	–	–
31 March 2019					
Financial assets:					
Amount due from joint venture	282	282	282	–	–
Amounts due from subsidiaries	7,198	7,198	7,198	–	–
Cash and bank balances	4,999	4,999	4,999	–	–
Investment in unquoted shares	234	234	–	–	234
Total undiscounted financial assets	12,713	12,713	12,479	–	234
Financial liabilities:					
Trade and other payables	1,777	1,777	1,777	–	–
Total undiscounted financial liabilities	1,777	1,777	1,777	–	–
Total net undiscounted financial assets	10,936	10,936	10,702	–	234

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

35. Financial risk management objectives and policies (cont'd)

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group and Company obtain financing through bank loans and finance lease facilities. The Group's and Company's policy is to obtain the most favourable interest rates available without increasing its interest risk exposure. All the Group's financial assets and liabilities at floating rates are contractually repriced at intervals of less than 6 months (2019: less than 6 months) from the end of the reporting period.

Sensitivity analysis

At the end of the reporting period, if interest rates had been 100 (2019: 100) basis points lower/higher with all other variables held constant, the Group's profit would have been \$16,000 (2019: \$26,000) lower/higher, arising mainly as a result of lower/higher interest income/expense on floating rate bank loans and bank balances. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment, showing a significantly higher volatility as in prior years.

36. Capital management

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies, or processes during the financial year ended 31 March 2020 and 31 March 2019.

The Group monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Group includes within net debt, trade and other payables, other liabilities, provisions, bank loans, finance lease liabilities, less cash and bank balances. Capital includes equity attributable to equity holders of the Group.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

36. Capital management (cont'd)

	Note	Group	
		2020 \$'000	2019 \$'000
Net debt:			
Trade and other payables	23	8,297	7,491
Other liabilities	24	182	176
Provisions	25	2,435	2,390
Bank loans	26	7,940	9,178
Finance lease liabilities	32(c)	571	648
Less: Cash and bank balances	21	(11,749)	(15,447)
Less: Restricted cash	22	(2,500)	–
		<u>5,176</u>	<u>4,436</u>
Capital:			
Equity attributable to the equity holders of the Company		<u>26,394</u>	<u>28,457</u>
Capital and net debt		<u>31,570</u>	<u>32,893</u>
Gearing ratio		<u>16%</u>	<u>13%</u>

37. Segment information

Operating segments

The Group is principally engaged in the manufacture and distribution of food products. As such, the Group has not presented a breakdown of segment information by operating segments.

Geographical segments

The following table presents revenue and results information regarding the Group's business segments for the financial year ended 31 March 2020 and 31 March 2019.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

37. Segment information (cont'd)

31 March 2020

	Singapore \$'000	Australia \$'000	Malaysia \$'000	Elimination \$'000	Total \$'000
Revenue:					
Sales	87,970	354	2,496	(2,780)	88,040
Results:					
Segment results	18,169	(177)	551	(17)	18,526
Gain on disposal of property, plant and equipment	10	–	–	–	10
Depreciation of property, plant and equipment	(5,108)	(18)	(247)	–	(5,373)
Depreciation of right-of-use assets	(9,795)	(57)	–	–	(9,852)
Impairment loss on property, plant and equipment	(271)	–	–	–	(271)
Impairment loss on right-of-use assets	(136)	–	–	–	(136)
Amortisation	(69)	–	(1)	–	(70)
Interest expenses					
- Borrowings	(270)	–	(12)	–	(282)
- Leases	(669)	(7)	–	–	(676)
Profit/(loss) before tax and share of results of joint venture	1,861	(259)	291	(17)	1,876
Share of results of joint venture					(160)
Income tax expense					(867)
Profit for the year					849
Other segment information:					
Segment assets	65,281	204	2,320	(46)	67,759
Capital expenditure					
- Tangible assets	42,437	127	1,929	–	44,493
- Intangible assets	184	–	2	–	186

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

37. Segment information (cont'd)

31 March 2019

	Singapore \$'000	Australia \$'000	Malaysia \$'000	Elimination \$'000	Total \$'000
Revenue:					
Sales	89,451	324	873	(859)	89,789
Results:					
Segment results	11,450	(189)	25	(9)	11,277
Gain on disposal of property, plant and equipment	106	–	–	–	106
Fair value adjustment for investment in unquoted shares	(16)	–	–	–	(16)
Depreciation	(4,987)	(22)	(253)	–	(5,262)
Amortisation	(62)	–	(1)	–	(63)
Finance costs	(316)	–	(13)	–	(329)
Profit/(loss) before tax and share of results of joint venture	6,175	(211)	(242)	(9)	5,713
Share of results of joint venture					(301)
Income tax expense					(1,074)
Profit for the year					4,338
Other segment information:					
Segment assets	48,431	134	2,381	(29)	50,917
Capital expenditure					
- Tangible assets	26,220	55	2,178	–	28,453
- Intangible assets	226	–	2	–	228

Notes to the Financial Statements

For the Financial Year Ended 31 March 2020

38. Dividends

Declared and paid during the financial year:

Dividends on ordinary shares:

- Interim exempt (one-tier) dividend for 2020: \$0.010 (2019: \$0.015) per share
- Final exempt (one-tier) dividend for 2019: \$0.015 (2018: \$0.015) per share

Proposed but not recognised as a liability as at 31 March 2020:

Dividends on ordinary shares, subject to shareholders' approval at the Annual General Meeting:

- Final exempt (one-tier) dividend for 2020: \$0.005 (2019: \$0.015) per share

Group and Company	
2020	2019
\$'000	\$'000
1,214	1,821
1,820	1,820
<u>3,034</u>	<u>3,641</u>
607	1,820

39. Subsequent event after balance sheet date

The global and Singapore economy is expected to be adversely impacted by the COVID-19 pandemic. The Group is cognisant of the challenges posed by the pandemic on the food and beverages segment which it operates in. The Group is continuously formulating action plans in response to the disruptions resulting from the pandemic, in a bid to minimise the impact of weaker customer demand on our businesses.

The Group is in the midst of evaluating reliefs as announced under Singapore Budgets that it can avail, as well as negotiating with the landlords for rental reliefs and the flexibility to operate shorter hours for the affected food and beverages outlets. As the situation is evolving, the full effect of the pandemic remains uncertain and cannot be ascertained as at the date of this report.

40. Authorisation of financial statements

The financial statements for the financial year ended 31 March 2020 were authorised for issue in accordance with a resolution of the Directors on 26 August 2020.

Statistics of Shareholdings

As At 26 August 2020

Share Capital

Issued and fully paid-up capital	:	S\$13,964,000
Number of issued shares	:	121,374,700
Class of shares	:	Ordinary shares
Voting rights	:	One vote per ordinary share
Treasury shares	:	Nil
Subsidiary holdings	:	Nil

Substantial Shareholders

(As recorded in the Register of Substantial Shareholders)

	Direct Interest		Deemed Interest	
	No. of Shares	%	No. of Shares	%
Han Keen Juan	71,136,000 ⁽¹⁾	58.61	8,892,000 ⁽²⁾	7.33
Goodview Properties Pte Ltd	14,198,000	11.70	–	–
Far East Organization Centre Pte Ltd	–	–	14,198,000 ⁽³⁾	11.70
Estate of Ng Teng Fong	–	–	14,198,000 ⁽³⁾	11.70
Ng Chee Tat Philip	–	–	14,198,000 ⁽³⁾	11.70
Ng Chee Siong	–	–	14,198,000 ⁽³⁾	11.70
Lim Tao-E William	8,892,000	7.33	–	–
Ng Choi Hong	8,892,000	7.33	71,136,000 ⁽²⁾	58.61

Notes:

- (1) Han Keen Juan has a direct interest in 10,000,000 shares held in the name of Hong Leong Finance Nominees Pte Ltd.
- (2) Han Keen Juan and Ng Choi Hong are husband and wife. Each is deemed to be interested in the direct interest of the other, as each has authority (whether formal or informal, or express or implied) to dispose of, or to exercise control over the disposal of those shares held by the other.
- (3) Far East Organization Centre Pte Ltd, Estate of Ng Teng Fong, Ng Chee Tat Philip and Ng Chee Siong are deemed to have an interest in the shares held by Goodview Properties Pte Ltd.

Statistics of Shareholdings

As At 26 August 2020

Public Float

Based on the information available and to the best knowledge of the Company as at 26 August 2020, approximately 14.98% of the issued ordinary shares of the Company was held by the public. Accordingly, the Company has complied with Rule 723 of the Listing Manual Section B: Rules of Catalyst of the Singapore Exchange Securities Trading Limited.

DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS

	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	155	13.34	1,785	0.00
100 - 1,000	256	22.03	195,025	0.16
1,001 - 10,000	491	42.25	2,424,120	2.00
10,001 - 1,000,000	254	21.86	14,275,770	11.76
1,000,001 AND ABOVE	6	0.52	104,478,000	86.08
TOTAL	1,162	100.00	121,374,700	100.00

Statistics of Shareholdings

As At 26 August 2020

TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	HAN KEEN JUAN	61,136,000	50.37
2	GOODVIEW PROPERTIES PTE LTD	14,198,000	11.70
3	HONG LEONG FINANCE NOMINEES PTE LTD	10,000,000	8.24
4	LIM TAO-E WILLIAM	8,892,000	7.33
5	NG CHOI HONG	8,892,000	7.33
6	CHEW THYE CHUAN OR TAN SEW MAI	1,360,000	1.12
7	CYL INVESTMENTS LIMITED	921,500	0.76
8	CHAN WENG CHIH MATTHEW (CHEN RONGZHI MATTHEW)	748,100	0.62
9	DBS NOMINEES (PRIVATE) LIMITED	634,060	0.52
10	MAYBANK KIM ENG SECURITIES PTE.LTD	557,508	0.46
11	EST OF LIM ADAM @ ADAM BIN IBRAHIM, DEC'D	416,000	0.34
12	JAMES ALVIN LOW YIEW HOCK	410,000	0.34
13	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	401,800	0.33
14	CGS-CIMB SECURITIES (SINGAPORE) PTE. LTD.	367,366	0.30
15	RAFFLES NOMINEES (PTE.) LIMITED	306,900	0.25
16	CITIBANK NOMINEES SINGAPORE PTE LTD	305,200	0.25
17	SEAH WEE LIUM (XIE WEINIAN)	260,000	0.21
18	ONG CHING PING MRS CHING PING COATES	252,500	0.21
19	OCBC SECURITIES PRIVATE LIMITED	243,418	0.20
20	CHEE FONG FONG	209,600	0.17
	TOTAL	110,511,952	91.05

Notice of Annual General Meeting

OLD CHANG KEE LTD.

(Incorporated in the Republic of Singapore on 16 December 2004)
(Company Registration No. 200416190W)

NOTICE IS HEREBY GIVEN that the annual general meeting (“AGM”) of Old Chang Kee Ltd. (the “Company”) will be held by way of electronic means on Tuesday, 29 September 2020 at 2.00 p.m. to transact the following businesses:

As Ordinary Business

1. To receive and adopt the Directors’ Statement and Audited Financial Statements of the Company for the financial year ended 31 March 2020 together with the Auditors’ Report thereon. **(Resolution 1)**
2. To declare a final tax-exempt (one-tier) dividend of 0.5 Singapore cents per ordinary share for the financial year ended 31 March 2020 (FY2019: 1.5 Singapore cents per ordinary share). **[See Explanatory Note (i)]
(Resolution 2)**
3. To approve the payment of Directors’ fees of S\$164,000 for the financial year ending 31 March 2021, payable quarterly in arrears (FY2020: S\$164,000). **[See Explanatory Note (ii)]
(Resolution 3)**
4. To re-elect Mr Han Keen Juan, a Director retiring under Regulation 95 of the Constitution of the Company. **[See Explanatory Note (iii)]
(Resolution 4)**
5. To re-elect Mr Lim Tao-E William, a Director retiring under Regulation 95 of the Constitution of the Company. **[See Explanatory Note (iv)]
(Resolution 5)**
6. To re-elect Mr Hawazi Bin Daipi, a Director retiring under Regulation 94 of the Constitution of the Company. **[See Explanatory Note (v)]
(Resolution 6)**
7. To re-appoint Ernst & Young LLP as Auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 7)**
8. To transact any other ordinary business that may properly be transacted at an annual general meeting.

Notice of Annual General Meeting

As Special Business

ORDINARY RESOLUTION: PROPOSED RENEWAL OF SHARE BUY-BACK MANDATE

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

9. That:

- (a) for the purposes of the Companies Act (Chapter 50) of Singapore (the “**Act**”), the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire the ordinary shares in the capital of the Company (“**Shares**”) not exceeding in aggregate the Prescribed Limit (as hereafter defined), at such price(s) as may be determined by the Directors of the Company from time to time up to the Maximum Price (as hereafter defined), whether by way of:
 - (i) market purchases (each a “**Market Purchase**”), transacted through the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) or, as the case may be, any other securities exchange on which the Shares may for the time being be listed and quoted, through one or more duly licensed stockbrokers appointed by the Company for the purpose; and/or
 - (ii) off-market purchases (each an “**Off-Market Purchase**”) (if effected otherwise than on an approved exchange in Singapore or any securities exchange outside Singapore) in accordance with an equal access scheme as defined in Section 76C of the Act as may be determined or formulated by the Directors of the Company as they may consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Act and the Catalist Rules and otherwise in accordance with all other listing rules and regulations of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the “**Share Buy-back Mandate**”);
- (b) unless varied or revoked by an ordinary resolution of shareholders of the Company in general meeting, the authority conferred on the Directors of the Company pursuant to the Share Buy-back Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the passing of this Resolution 8 and expiring on the earlier of:
 - (i) the date on which the next annual general meeting of the Company is held or required by law to be held; or
 - (ii) the date on which the Share Buy-back(s) are carried out to the full extent mandated; or
 - (iii) the date on which the authority contained in the Share Buy-back Mandate is varied or revoked by an ordinary resolution of shareholders of the Company in general meeting;

Notice of Annual General Meeting

(c) in this Resolution 8:

“Market Day” means a day on which the SGX-ST is open for trading in securities;

“Maximum Price” in relation to a Share to be purchased, means an amount (excluding brokerage, stamp duties, applicable goods and services tax and other related expenses) not exceeding:

- (i) in the case of a Market Purchase, the price per Share which is not more than 5% above the average of the closing market prices of the Shares over the last five (5) Market Days on the Catalist, on which transactions in the Shares were recorded, immediately preceding the day of the Market Purchase by the Company, and which is deemed to be adjusted in accordance with the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited (**“Catalist Rules”**) for any corporate action occurring during the relevant period of the five (5) Market Days period and the day of the Market Purchase; and
- (ii) in the case of an Off-Market Purchase, the price per Share based on not more than 20% above the average of the closing market prices of the Shares over the last five (5) Market Days on the Catalist, on which transactions in the Shares were recorded immediately preceding the day on which the Company makes an announcement of an offer under an Off-Market Purchase scheme, and which is deemed to be adjusted in accordance with the Catalist Rules for any corporate action occurring during the relevant period of the five (5) Market Days period and the day of the Market Purchase;

“Prescribed Limit” means 10% of the total number of issued ordinary shares of the Company as at the date of passing of this Resolution 8 unless the Company has effected a reduction of the share capital of the Company in accordance with the applicable provisions of the Act, at any time during the Relevant Period (as hereinafter defined), in which event the total number of ordinary shares of the Company shall be taken to be the total number of ordinary shares of the Company as altered. Shares which are held by the Company as treasury shares and subsidiary holdings will be disregarded for the purposes of calculating this 10% limit;

“Relevant Period” means the period commencing from the date on which this Resolution 8 in relation to the renewal of the Share Buy-back Mandate is passed and expiring on the earliest of (i) the date on which the next annual general meeting is held or is required by law to be held; (ii) the date on which the Share Buy-backs are carried out to the full extent mandated; or (iii) the date the Share Buy-back Mandate is revoked or varied by the Company in a general meeting, after this Resolution 8 is passed; and

“subsidiary holdings” has the meaning given to it in the Catalist Rules; and

(d) the Directors of the Company and each of them be and are hereby authorised and empowered to complete and do all such acts and things (including executing such documents as may be required) as they may consider desirable, expedient or necessary in the interest of the Company in connection with or for the purposes of giving full effect to the Share Buy-back Mandate.

**[See Explanatory Note (vi)]
(Resolution 8)**

Notice of Annual General Meeting

ORDINARY RESOLUTION: THE PROPOSED SHARE ISSUE MANDATE TO ALLOT AND ISSUE SHARES OF UP TO 100% OF THE TOTAL NUMBER OF ISSUED SHARES ON A PRO-RATA BASIS AND UP TO 50% OF THE TOTAL NUMBER OF ISSUED SHARES OTHER THAN ON A PRO-RATA BASIS

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

10. That pursuant to Section 161 of the Companies Act (Chapter 50) of Singapore (the “**Act**”) and Rule 806 of the Listing Manual Section B: Rules of Catalist (the “**Catalist Rules**”) of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”), authority be and is hereby given to the Directors of the Company to:-
- (a) (i) allot and issue shares in the capital of the Company (“**Shares**”) whether by way of rights, bonus or otherwise; and/or
 - (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into Shares, at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company may in their absolute discretion deem fit;
- (b) issue Shares (in pursuance of any Instrument made or granted by the Directors of the Company while this Resolution 9 was in force), provided that:-
- (i) the aggregate number of Shares to be issued pursuant to this Resolution 9 does not exceed 100% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (ii) below), of which the aggregate number of Shares to be issued other than on a pro-rata basis to shareholders of the Company does not exceed 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (ii) below); and
 - (ii) 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 (i) above, the percentage of issued Shares (excluding treasury shares and subsidiary holdings) shall be based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time this Resolution 9 is passed, after adjusting for:-
 - (A) new Shares arising from the conversion of any convertible securities;
 - (B) new Shares arising from the exercise of Share options or vesting of Share awards, provided that the Share options or Share awards (as the case may be) were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
 - (C) any subsequent bonus issue, consolidation or sub-division of Shares.

Adjustments in accordance with (ii)(A) and (ii)(B) above are only to be made in respect of new Shares arising from convertible securities, Share options or Share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution 9.

Notice of Annual General Meeting

- (iii) in exercising the authority conferred by this Resolution 9, the Company shall comply with the requirements imposed by the SGX-ST from time to time and the provisions of the Catalist Rules for the time being in force and (in each case, unless such compliance has been waived by the SGX-ST) all applicable legal requirements under the Act and the Constitution for the time being of the Company; and
 - (iv) (unless revoked or varied by the Company in general meeting) the authority conferred by this Resolution 9 shall continue in force until the conclusion of the next annual general meeting of the Company or the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier; and
- (c) in this Resolution 9, “**subsidiary holdings**” has the meaning given to it in the Catalist Rules.

**[See Explanatory Note (vii)]
(Resolution 9)**

By Order of the Board

Adrian Chan Pengee
Company Secretary
Singapore

7 September 2020

Explanatory Notes:

- (i) The proposed final tax-exempt (one-tier) dividend of 0.5 Singapore cents per ordinary share comprises an ordinary dividend of 0.5 Singapore cents per ordinary share for the financial year ended 31 March 2020.
- (ii) Directors’ fees are for the forthcoming financial year from 1 April 2020 to 31 March 2021, payable quarterly in arrears.
- (iii) Mr Han Keen Juan will, upon re-election as a Director of the Company, remain as an Executive Director and Executive Chairman of the Company. Mr Han Keen Juan is the uncle of Mr Lim Tao-E William, an Executive Director and the Chief Executive Officer of the Company and Ms Chow Hui Shien, an Executive Director and the Deputy Chief Executive Officer of the Company, and the spouse of Mdm Ng Choi Hong, a deemed controlling shareholder of the Company. Save for the aforementioned, Mr Han Keen Juan does not have any relationships including immediate family relationships between himself and the Directors, the Company and its substantial shareholders. Further information on Mr Han Keen Juan, including information as required under Appendix 7F of the Catalist Rules, can be found under the sections entitled “Board of Directors” and “Corporate Governance” of the Annual Report 2020.
- (iv) Mr Lim Tao-E William will, upon re-election as a Director of the Company, remain as an Executive Director and Chief Executive Officer of the Company. Mr Lim Tao-E William is the nephew of Mr Han Keen Juan, the Executive Chairman and controlling shareholder of the Company and Mdm Ng Choi Hong, a deemed controlling shareholder of the Company and the cousin of Ms Chow Hui Shien, an Executive Director and the Deputy Chief Executive Officer of the Company. Save for the aforementioned, Mr Lim Tao-E William does not have any relationships including immediate family relationships between himself and the Directors, the Company and its substantial shareholders. Further information on Mr Lim Tao-E William, including information as required under Appendix 7F of the Catalist Rules can be found under the sections entitled “Board of Directors” and “Corporate Governance” of the Annual Report 2020.

Notice of Annual General Meeting

- (v) Mr Hawazi Bin Daipi, will, upon re-election as a Director of the Company, remain as an Independent Director, Chairman of the Remuneration Committee and a member of the Audit Committee and Nominating Committee. The Board considers Mr Hawazi Bin Daipi to be independent for the purpose of Rule 704(7) of the Catalist Rules. Mr Hawazi Bin Daipi does not have any relationships including immediate family relationships between himself and the Directors, the Company and its substantial shareholders. Further information on Mr Hawazi Bin Daipi, including information as required under Appendix 7F of the Catalist Rules can be found under the sections entitled “Board of Directors” and “Corporate Governance” of the Annual Report 2020.
- (vi) The ordinary resolution proposed in item 9 above relates to the renewal of a mandate approved by shareholders of the Company at the annual general meeting of the Company held on 25 July 2019, and if passed, will empower the Directors of the Company, from the date of the above AGM until the date of the next annual general meeting to be held or is required by law to be held or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to make purchases (whether by way of Market Purchases or Off-Market Purchases on an equal access scheme) from time to time of up to 10% of the total number of ordinary shares (excluding treasury shares and subsidiary holdings) of the Company at prices up to but not exceeding the Maximum Price. The rationale for the Share Buy-back Mandate, the authority and limitation on the purchase or acquisition of Shares under the Share Buy-back Mandate, the source of funds to be used for the purchase or acquisition including the amount of financing, and the financial effects of the purchase or acquisition of Shares by the Company pursuant to the Share Buy-back Mandate are set out in greater detail in the Addendum accompanying the Annual Report 2020.
- (vii) The ordinary resolution proposed in item 10 above, if passed, will authorise and empower the Directors of the Company from the date of the above AGM until the next annual general meeting to be held or is required by law to be held or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to allot and issue up to 100% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) (including Shares to be issued in pursuance of any Instrument made or granted while this Resolution 9 was in force), 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 any Instrument made or granted while this Resolution 9 was in force) does not exceed 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, without seeking any further approval from shareholders in general meeting but within the limitation imposed by Resolution 9, for such purposes as the Directors may consider to be in the interests of the Company.

Notes:

- (1) The annual general meeting of the Company (the “**AGM**”) is being convened, and will be held, by way of electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020, and as amended by COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) (Amendment No. 2) Order 2020. This Notice of AGM and the accompanying proxy form for the AGM will also be published electronically on (i) the SGX-ST’s website at <https://www.sgx.com/securities/company-announcements>; and (ii) the Company’s corporate website at <https://www.oldchangkee.com/>.
- (2) Due to the current COVID-19 restriction orders in Singapore, a member of the Company will not be able to attend the AGM in person. Members may watch the AGM proceedings through a live webcast using their computers, tablets or mobile phones or listen to the AGM proceedings using their mobile phones. The live webcast can be accessed through an online platform that will be provided to registered and authenticated members on the day before the AGM, and the audio-only means can be accessed through a telephone number that will be provided to registered and authenticated members before the AGM.

To access the live webcast and the audio-only means, members need to register by no later than by 2:00 p.m. on 26 September 2020, being 72 hours before the time fixed for the AGM (“**Registration Deadline**”) to enable the Company to verify their status. Authenticated members will receive an email a day before the AGM, containing the link and the telephone number through which the live webcast and the audio-only means can be accessed, and the login details and credentials. Shareholders **must not** forward the unique link to other persons who are not Shareholders and who are not entitled to attend the AGM. This is also to avoid any technical disruptions or overload to the “live” webcast and “live” audio-only stream.

Notice of Annual General Meeting

Members can register by clicking on the link below and we advise all members to register as early as possible.

<http://bit.ly/OCK2020AGM>

Members are advised to also check the Junk folder of their email in case the emails are directed there instead of the Inbox.

Members who registered by the Registration Deadline but do not receive an email response by 28 September 2020, 2:00 p.m. may contact our Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., from Monday to Friday, 9 am to 5 pm or AGM.TeamE@boardroomlimited.com with the following details included: (1) the full name of the Shareholder; and (2) his/her/its identification/registration number.

- (3) The alternative arrangements for the AGM relating to, amongst others, attendance at the AGM via electronic means (including arrangements by which the AGM can be electronically accessed via “live” audio-visual webcast (“LIVE WEBCAST”) or “live” audio-only stream (“LIVE AUDIO STREAM”)), submission of questions in advance of the AGM, addressing of substantial and relevant questions on or before the AGM and voting by appointing the Chairman of the AGM as proxy at the AGM, are set out in the accompanying Company’s announcement dated 7 September 2020 (the “Announcement”), which has been published together with this Notice of AGM on the SGX-ST’s website at <https://www.sgx.com/securities/company-announcements> on the same day. The Announcement may also be accessed on the Company’s corporate website at <https://www.oldchangkee.com/>. For the avoidance of doubt, the Announcement is circulated together with and forms part of this Notice of AGM in respect of the AGM.
- (4) If a member of the Company (whether individual or corporate) wishes to exercise his/her/its voting rights at the AGM, he/she/it must appoint the Chairman of the AGM as his/her/its proxy to vote on his/her/its behalf at the AGM. Shareholders will not be able to vote online at the AGM.

In appointing the Chairman of the AGM as proxy, a member of the Company (whether individual or corporate) must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the form of proxy, failing which the appointment of the Chairman of the AGM as proxy for that resolution will be treated as invalid.

CPF or SRS investors who wish to vote should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven (7) working days before the AGM (i.e. by 2:00 p.m. on 18 September 2020) in order to allow sufficient time for their respective CPF Agent Banks or SRS Operators to in turn submit a proxy form to appoint the Chairman of the AGM to vote on their behalf by the cut-off date.

- (5) The Chairman of the AGM, as proxy, need not be a member of the Company.
- (6) The instrument or form appointing the Chairman of the AGM as proxy, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must be submitted to the Company in the following manner:
 - (a) if submitted by post, be lodged with the Company’s Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 50 Raffles Place #32-01 Singapore Land Tower Singapore 048623; or
 - (b) if submitted electronically, be submitted via email to the Company’s Share Registrar at AGM.TeamE@boardroomlimited.com

in either case, by 2:00 p.m. on 26 September 2020 (being not less than seventy-two (72) hours before the time appointed for holding the AGM) (or at any adjournment thereof) and in default the instrument of proxy shall not be treated as valid.

A member who wishes to submit an instrument of proxy must first download, complete and sign the proxy form, before submitting it by post to the address provided in sub-paragraph (a) above, or before scanning and sending it by email to the email address provided in sub-paragraph (b) above.

Notice of Annual General Meeting

In view of the current COVID-19 situation and the related safe distancing measures, which may make it difficult for members of the Company to submit completed proxy forms by post, members of the Company are strongly encouraged to submit completed proxy forms electronically via email to the Company so as to reach the Company not less than seventy-two (72) hours before the time appointed for holding the AGM.

- (7) The instrument appointing the Chairman of the AGM as proxy must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing the Chairman of the AGM as proxy is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or duly authorised officer, failing which the instrument of proxy may be treated as invalid. Where an instrument appointing the Chairman of the AGM as proxy is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company), if the instrument appointing the Chairman of the AGM as proxy is submitted by post, be lodged with the instrument of proxy or, if the instrument appointing the Chairman of the AGM as proxy is submitted electronically via email, be emailed with the instrument of proxy, failing which the instrument may be treated as invalid.
- (8) A corporation which is a member of the Company may authorise by resolution of its director or other governing body, such person as it thinks fit to act as its representative at the AGM, in accordance with its constitution and Section 179 of the Companies Act, Chapter 50 of Singapore.
- (9) The Company shall be entitled to reject the instrument appointing the Chairman of the AGM as proxy if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing the Chairman of the AGM as proxy.
- (10) In the case of members whose shares are entered against their names in the Depository Register, the Company may reject any instrument appointing the Chairman of the AGM as proxy lodged or submitted if such members are not shown to have shares entered against their names in the Depository Register seventy-two (72) hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

A member who wishes to raise any matters at the AGM must submit such matters or any questions related to the AGM either (i) via electronic means to the Company, through the Company's pre-registration website at the URL <http://bit.ly/OCK2020AGM> or (ii) by post lodged with the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 50 Raffles Place #32-01 Singapore Land Tower Singapore 048623 or (iii) by email to finance@oldchangkee.com. Members are required to submit the matters they wish to be heard on and/or their questions no later than 26 September 2020, 2.00 p.m., being 72 hours before the time fixed for the AGM.

When a member sends in his/her questions through electronic means or by post, the member should also provide the Company with the following details:

- your full name;
- NRIC/Passport ID;
- number of shares held; and
- the manner in which you hold shares (e.g., via CDP, CPF or SRS).

Please note that Shareholders will not be able to ask questions at the AGM and accordingly, it is important for Shareholders to submit their questions by the deadline of 26 September 2020, 2.00 p.m. The Company will endeavour to address all substantial and relevant questions received from members before the deadline of 26 September 2020, 2.00 p.m., by publishing our responses before the AGM on our corporate website and on SGXNET. Minutes of the AGM will thereafter be published on SGXNET and the Company's website within one month after the date of the AGM.

- (11) The Annual Report 2020 (including the Addendum in relation to the renewal of the Share Buy-back Mandate) will also be published electronically on (i) the SGX-ST's website at <https://www.sgx.com/securities/company-announcements>; and (ii) the Company's corporate website at <https://www.oldchangkee.com/>.

Notice of Annual General Meeting

Personal Data Privacy:-

By (a) submitting an instrument appointing the Chairman of the Meeting as proxy to attend, speak and vote at the AGM and/or any adjournment thereof, or (b) submitting details for the registration to observe the proceedings of the AGM via LIVE WEBCAST or LIVE AUDIO STREAM, or (c) submitting any question prior to the AGM in accordance with this Notice, a member of the Company consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the following purposes:

- (i) processing, administration and analysis by the Company (or its agents or service providers) of the instruments appointing the Chairman of the Meeting as proxy for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, proxy lists, minutes and other documents relating to the AGM (including any adjournment thereof);
- (ii) processing of the registration for purpose of granting access to members (or their corporate representatives in the case of members which are legal entities) to the LIVE WEBCAST or LIVE AUDIO STREAM to observe the proceedings of the AGM and providing them with any technical assistance where necessary;
- (iii) addressing substantial and relevant questions from members received before the AGM and if necessary, following up with the relevant members in relation to such questions; and
- (iv) enabling the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines by the relevant authorities.

Photographic, sound and/or video recordings of the AGM may be made by the Company for record keeping and to ensure the accuracy of the minutes prepared of the AGM. Accordingly, the personal data of a member (such as his name, his presence at the AGM and any questions he may raise or motions he propose/second) may be recorded by the Company for such purpose.

Addendum

ADDENDUM DATED 7 SEPTEMBER 2020

THIS ADDENDUM IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION. PLEASE READ IT CAREFULLY.

This Addendum is circulated to shareholders of Old Chang Kee Ltd. (the “**Company**”) together with the Company’s annual report for the financial year ended 31 March 2020 (the “**Annual Report**”). Its purpose is to provide shareholders with the relevant information relating to, and to seek shareholders’ approval for, the proposed renewal of the Share Buy-back Mandate (as defined hereinafter) to be tabled at the annual general meeting to be held on 29 September 2020 at 2.00 p.m. via electronic means (the “**AGM**”). Shareholders may refer to the announcement titled “Announcement relating to Annual General Meeting to be held on 29 September 2020” dated 7 September 2020 together with the Notice of AGM and proxy form on 7 September 2020 for details on the conduct of the AGM.

If you are in doubt about the contents of this Addendum or the action that you should take, you should consult your stockbroker, bank manager, accountant, solicitor or other professional adviser immediately.

This Addendum has been reviewed by the Company’s sponsor, PrimePartners Corporate Finance Pte. Ltd. (the “**Sponsor**”). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the “**Exchange**”) and the Exchange assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this document.

The contact person for the Sponsor is Ms Jennifer Tan, 16 Collyer Quay, #10-00 Income at Raffles, Singapore 049318, sponsorship@ppcf.com.sg.



OLD CHANG KEE LTD.

(Incorporated in the Republic of Singapore on 16 December 2004)
(Company Registration No. 200416190W)

ADDENDUM TO SHAREHOLDERS

in relation to

THE PROPOSED RENEWAL OF THE SHARE BUY-BACK MANDATE

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DEFINITIONS

For the purpose of this Addendum, the following definitions have, where appropriate, been used:

“ACRA”	:	Accounting and Corporate Regulatory Authority
“AGM”	:	The annual general meeting of the Company to be held at 2.00 p.m. on 29 September 2020 via electronic means
“Approval Date”	:	Has the meaning ascribed to it in Section 1.3.1 of this Addendum
“Associates”	:	Shall bear the meaning assigned to it by the Catalist Rules
“Board of Directors” or “Director(s)”	:	The board of directors of the Company as at the Latest Practicable Date
“CDP”	:	The Central Depository (Pte) Limited
“Catalist”	:	The sponsor-supervised listing platform of the SGX-ST
“Catalist Rules”	:	The SGX-ST Listing Manual Section B: Rules of Catalist, as may be amended, modified or supplemented from time to time
“cents”	:	Singapore cents
“Company”	:	Old Chang Kee Ltd.
“Companies Act”	:	The Companies Act, Chapter 50 of Singapore, as amended, modified or supplemented from time to time
“Constitution”	:	The Constitution of the Company
“Controlling Shareholder”	:	A person who: (a) holds directly or indirectly 15% or more of the nominal amount of all voting shares in the company; or (b) in fact exercises control over a company

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“Council”	:	The Securities Industry Council
“EPS”	:	Earnings per Share
“Group”	:	The Company and its Subsidiaries
“Latest Practicable Date”	:	26 August 2020, being the latest practicable date prior to the printing of this Addendum
“Market Day”	:	A day on which the SGX-ST is open for trading in securities
“Market Purchase”	:	Has the meaning ascribed to it in Section 1.3.3 of this Addendum
“Maximum Price”	:	Has the meaning ascribed to it in Section 1.3.4 of this Addendum
“NTA”	:	Net tangible assets
“Off-Market Purchase”	:	Has the meaning ascribed to it in Section 1.3.3 of this Addendum
“Relevant Period”	:	The period commencing from the date on which the resolution in relation to the renewal of the Share Buy-back Mandate is passed and expiring on the earliest of (i) the date on which the next annual general meeting is held or is required by law to be held; (ii) the date on which the Share Buy-backs are carried out to the full extent mandated; or (iii) the date the Share Buy-back Mandate is revoked or varied by the Company in a general meeting, after the said resolution is passed
“SFA”	:	The Securities and Futures Act, Chapter 289 of Singapore, as amended, modified or supplemented from time to time
“SGX-ST”	:	Singapore Exchange Securities Trading Limited
“Share Buy-back(s)”	:	The buy-back(s) of Shares by the Company pursuant to the terms of the Share Buy-back Mandate
“Share Buy-back Mandate”	:	The proposed mandate to enable the Company to purchase or otherwise acquire its Shares, the terms of which are set out in Section 1.3 of this Addendum

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“Shareholders”	:	Persons who are registered as holders of the Shares except where the registered holder is CDP, in which case the term “Shareholders” shall in relation to such Shares mean the Depositors whose securities accounts with CDP are credited with the Shares
“Shares”	:	Ordinary shares in the capital of the Company
“Subsidiaries”	:	The subsidiaries of a company (as defined in Section 5 of the Companies Act) and “Subsidiary” shall be construed accordingly
“Substantial Shareholders”	:	A person who has an interest or interests in voting shares in the Company representing not less than 5% of all the voting shares in the Company
“Take-over Code”	:	The Singapore Code on Take-overs and Mergers

Currencies and others

“S\$”	:	Singapore dollars
“%”	:	Per centum or percentage

The terms “**Depositor**” and “**Depository Register**” shall have the meanings ascribed to them respectively by Section 81SF of the SFA. The term “**treasury shares**” shall have the meaning ascribed to it in Section 4 of the Companies Act. The term “**subsidiary holdings**” shall have the meaning ascribed to it in the Catalist Rules, and is defined in the Catalist Rules to mean shares referred to in Sections 21(4), 21(4B), 21(6A) and 21(6C) of the Companies Act.

Words importing the singular shall, where applicable, include the plural and vice versa and words importing the masculine gender shall, where applicable, include the feminine and neuter genders. References to persons shall include corporations.

Any reference in this Addendum to any enactment is a reference to that enactment as for the time being amended or re-enacted. Any term or word defined under the Companies Act or the SFA or the Catalist Rules or any statutory or regulatory modification thereof and used in this Addendum shall where applicable have the same meaning ascribed to it under the Companies Act or the SFA or the Catalist Rules or such statutory or regulatory modification, as the case may be, unless otherwise provided.

All discrepancies in the figures included herein between the listed amounts and totals thereof are due to rounding. Accordingly, figures shown as totals in this Addendum may not be an arithmetic aggregation of the figures that precede them.

Any reference to a time of a day in this Addendum is a reference to Singapore time, unless otherwise stated.

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OLD CHANG KEE LTD.

(Incorporated in the Republic of Singapore on 16 December 2004)
(Company Registration No. 200416190W)

LETTER TO SHAREHOLDERS

Board of Directors

Han Keen Juan (Executive Chairman)
Lim Tao-E William (Executive Director and Chief Executive Officer)
Chow Hui Shien (Executive Director and Deputy Chief Executive Officer)
Tan Han Beng (Lead Independent Director)
Audrey Yap Su Ming (Independent Director)
Hawazi Bin Daipi (Independent Director)

Registered Office

2 Woodlands Terrace
Singapore 738427

7 September 2020

To: The Shareholders of Old Chang Kee Ltd.

THE PROPOSED RENEWAL OF THE SHARE BUY-BACK MANDATE

Dear Shareholders,

1. THE PROPOSED RENEWAL OF THE SHARE BUY-BACK MANDATE

1.1 Introduction

Shareholders had approved the adoption of the Share Buy-back Mandate at the Extraordinary General Meeting held on 29 April 2009 (“**2009 EGM**”) to allow the Company to purchase or otherwise acquire fully-paid issued ordinary shares in the capital of the Company. The authority and limitations on the Share Buy-back Mandate were set out in the circular dated 14 April 2009 and ordinary resolution 1 set out in the notice of the 2009 EGM.

The Share Buy-back Mandate was renewed at the Company’s previous annual general meeting held on 25 July 2019 and will expire on the date of the AGM. Accordingly, Shareholders’ approval is being sought for the renewal of the Share Buy-back Mandate at the AGM to be held on 29 September 2020.

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If approved, the Share Buy-back Mandate will take effect from the date of the AGM and continue in force until the date of the next annual general meeting or such date as the next annual general meeting is required by law to be held, unless prior thereto, Share Buy-backs are carried out to the full extent mandated or the Share Buy-back Mandate is revoked or varied by the Company in a general meeting.

The purchase or acquisition of Shares by the Company pursuant to the Share Buy-back Mandate will have to be made in accordance with the Constitution, the Catalyst Rules, the Companies Act, and such other laws and regulations as may for the time being be applicable. The Constitution expressly permits the Company to purchase or otherwise acquire Shares issued by it.

The Company has on 7 September 2020 issued a notice convening the AGM, and the proposed Resolution 8 in the notice of the AGM relates to the proposed renewal of the Share Buy-back Mandate.

The purpose of this Addendum is to provide Shareholders with information relating to the proposed renewal of the Share Buy-back Mandate to be tabled at the AGM to be held on 29 September 2020 at 2.00 p.m. via electronic means.

The SGX-ST assumes no responsibility for the accuracy of any of the statements made or opinions expressed in this Addendum. The Sponsor has reviewed this Addendum in accordance with Rules 226(2)(b) and 753(2) of the Catalyst Rules.

1.2 Rationale

The Directors constantly seek to increase Shareholders' value and to improve, *inter alia*, the return on equity of the Group. A Share Buy-back at the appropriate price level is one of the ways through which the return on equity of the Group may be enhanced. The purchase or acquisition of Shares will only be undertaken if the Directors believe it can benefit the Company and its Shareholders.

Share buy-backs provide the Company with a mechanism to facilitate the return of surplus cash over and above its ordinary capital requirements in an expedient, effective and cost-efficient manner. It will also provide the Directors with greater flexibility over the Company's share capital structure with a view to enhancing the earnings and/or net tangible asset value per Share.

The Directors further believe that Share Buy-backs by the Company will help mitigate short-term market volatility, offset the effects of short-term speculation and bolster shareholder confidence.

If and when circumstances permit, the Directors will decide whether to effect the Share Buy-backs via Market Purchases (as defined herein) or Off-Market Purchases (as defined herein), after taking into account the amount of surplus cash available, the prevailing market conditions and the most cost-effective and efficient approach. The Directors do not propose to carry out buy-backs to an extent that would, or in circumstances that might, result in a material adverse effect on the liquidity and/or the orderly trading of the Shares and/or the financial position of the Group, taking into account the working capital requirements and/or gearing levels of the Company.

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1.3 Terms of the Share Buy-back Mandate

The authority and limitations placed on purchases or acquisitions of Shares by the Company under the Share Buy-back Mandate are summarised below:

1.3.1 Maximum number of Shares

Only Shares which are issued and fully paid-up may be purchased or acquired by the Company.

The total number of Shares that may be purchased or acquired by the Company is limited to that number of Shares representing not more than 10% of the total number of issued shares as at the date of the annual general meeting at which the Share Buy-back Mandate is approved (the “**Approval Date**”) unless the Company has effected a reduction of the share capital of the Company in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period, in which event the total number of Shares shall be taken to be the total number of Shares as altered. Shares which are held by the Company as treasury shares and subsidiary holdings will be disregarded for the purposes of calculating this 10% limit. As at the Latest Practicable Date, the Company had no treasury shares and subsidiary holdings, and the Shares, being the ordinary shares in the capital of the Company, were the only class of shares issued by the Company.

For illustrative purposes only, based on the existing issued and paid-up capital of the Company of S\$13,964,000 comprising 121,374,700 Shares (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date, and assuming that no further Shares are issued on or prior to the AGM, not more than 12,137,470 Shares (representing approximately 10% of the total number of issued shares of the Company excluding treasury shares and subsidiary holdings as at that date) may be purchased or acquired by the Company pursuant to the Share Buy-back Mandate.

1.3.2 Duration of authority

Purchases or acquisitions of Shares may be made, at any time and from time to time, on and from the Approval Date, up to the earlier of:

- (a) the date on which the next annual general meeting is held or required by law to be held;
- (b) the date on which the Share Buy-backs are carried out to the full extent mandated; or
- (c) the date on which the authority contained in the Share Buy-back Mandate is varied or revoked by an ordinary resolution of shareholders of the Company in general meeting.

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1.3.3 Manner of purchase or acquisitions of Shares

Purchases or acquisitions of Shares may be made by way of:

- (a) market purchases (“**Market Purchase**”), transacted through the SGX-ST or, as the case may be, any other securities exchange on which the Shares may for the time being be listed and quoted, through one or more duly licensed stockbrokers appointed by the Company for the purpose; and/or
- (b) off-market purchases (“**Off-Market Purchase**”) (if effected otherwise than on an approved exchange in Singapore or any securities exchange outside Singapore) in accordance with an equal access scheme as defined in Section 76C of the Companies Act as may be determined or formulated by the Directors as they may consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act and the Catalist Rules.

Under the Companies Act, an equal access scheme must satisfy all of the following conditions:

- (a) offers for the purchase or acquisition of Shares shall be made to every person who holds Shares to purchase or acquire the same percentage of their Shares;
- (b) all of those persons shall be given a reasonable opportunity to accept the offers made to them; and
- (c) the terms of all the offers are the same, except that there shall be disregarded:
 - (i) differences in consideration attributable to the fact that the offers relate to Shares with different accrued dividend entitlements;
 - (ii) (if applicable) differences in consideration attributable to the fact that the offers relate to Shares with different amounts remaining unpaid; and
 - (iii) differences in the offers introduced solely to ensure that each person is left with a whole number of Shares.

In addition, the Catalist Rules provide that, in making an Off-Market Purchase, the Company must issue an offer document to all Shareholders which must contain at least the following information:

- (a) the terms and conditions of the offer;
- (b) the period and procedures for acceptances;
- (c) the reasons for the proposed Share Buy-back;
- (d) the consequences, if any, of Share Buy-backs by the Company that will arise under the Take-over Code or other applicable take-over rules;

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- (e) whether the Share Buy-back, if made, could affect the listing of the Shares on the SGX-ST;
- (f) details of any Share Buy-back made by the Company in the previous 12 months (whether Market Purchase or Off-Market Purchase), giving the total number of Shares purchased or acquired, the purchase price per Share or the highest and lowest prices paid for the purchases or acquisitions, where relevant, and the total consideration paid for the purchases or acquisitions; and
- (g) whether the Shares purchased or acquired by the Company would be cancelled or kept as treasury shares.

1.3.4 Maximum Purchase Price

The purchase price (excluding brokerage, stamp duties, applicable goods and services tax and other related expenses) to be paid for the Shares will be determined by the Directors. However, the purchase price to be paid for a Share as determined by the Directors must not exceed:

- (a) in the case of a Market Purchase, the price per Share which is not more than 5% above the average of the closing market prices of the Shares over the last five (5) Market Days on the Catalist, on which transactions in the Shares were recorded, before the day on which the Market Purchase is made, and which is deemed to be adjusted in accordance with the Catalist Rules for any corporate action that occurs during the relevant 5-day period and the day on which the Market Purchase is made; and
- (b) in the case of an Off-Market Purchase, the price per Share based on not more than 20% above the average of the closing market prices of the Shares over the last five (5) Market Days on the Catalist, on which transactions in the Shares were recorded immediately preceding the day on which the Company makes an announcement of an offer under an Off-Market Purchase scheme, and which is deemed to be adjusted in accordance with the Catalist Rules for any corporate action occurring during the relevant period of the five (5) Market Days period and the day on which the purchases or acquisitions are made,

in either case, excluding related expenses of the purchase or acquisition (the “**Maximum Price**”).

For the purposes of (b) above:-

“**day on which the Company makes an announcement of an offer**” means the day on which the Company announces its intention to make an offer for the purchase or acquisition of Shares from the Shareholders, stating therein the relevant terms of the equal access scheme for effecting the Off-Market Purchase.

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1.4 Status of purchased shares under the Share Buy-back Mandate

A Share purchased or acquired by the Company is deemed cancelled immediately on purchase or acquisition (and all rights and privileges attached to the Share will expire on such cancellation) unless such Share is held by the Company as a treasury share. Where shares purchased or acquired by a company are cancelled, such shares will be automatically de-listed from the Catalist. Where applicable, certificates in respect of such cancelled shares will be cancelled and destroyed by the Company as soon as is reasonably practicable after following the settlement of such purchase or acquisition. Accordingly, the total number of Shares will be diminished by the number of Shares purchased or acquired by the Company and which are not held as treasury shares.

At the time of each purchase or acquisition of Shares by the Company, the Directors will decide whether the Shares purchased or acquired will be cancelled or kept as treasury shares, or partly cancelled and partly kept as treasury shares, depending on the needs of the Company and as the Directors deem fit in the interests of the Company at that time.

1.5 Treasury shares

Under the Companies Act, Shares purchased or acquired by the Company may be held or dealt with as treasury shares. Some of the provisions on treasury shares under the Companies Act are summarised below:

1.5.1 Maximum holdings

The number of Shares held as treasury shares cannot at any time exceed 10% of the total number of Shares at that time. Any Shares held as treasury shares in excess of this limit shall be disposed of or cancelled by the Company in accordance with Section 76K of the Companies Act within six (6) months from the date such limit is exceeded, or such further period as may be allowed by the ACRA.

1.5.2 Voting and other rights

The Company cannot exercise any right in respect of treasury shares. In particular, the Company cannot exercise any right to attend or vote at meetings and for the purposes of the Companies Act, the Company shall be treated as having no right to vote and the treasury shares shall be treated as having no voting rights.

In addition, no dividend may be paid, and no other distribution of the Company's assets may be made, to the Company in respect of treasury shares. However, the allotment of shares as fully paid bonus shares in respect of treasury shares is allowed. Also, a subdivision or consolidation of any treasury share into treasury shares of a smaller amount is allowed so long as the total value of the treasury shares after the subdivision or consolidation is the same as before.

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1.5.3 Disposal and cancellation

Where Shares are held as treasury shares, the Company may at any time:

- (a) sell the treasury shares (or any of them) for cash;
- (b) transfer the treasury shares (or any of them) for the purposes of or pursuant to any share scheme, whether for employees, Directors or other persons;
- (c) transfer the treasury shares (or any of them) as consideration for the acquisition of shares in or assets of another company or assets of a person;
- (d) cancel the treasury shares (or any of them); or
- (e) sell, transfer or otherwise use the treasury shares for such other purposes as the Minister for Finance may by order prescribe.

Pursuant to Rule 704(31) of the Catalist Rules, the Company will immediately announce any sale, transfer, cancellation and/or use of treasury shares, stating the following:

- (i) date of the sale, transfer, cancellation and/or use;
- (ii) purpose of such sale, transfer, cancellation and/or use;
- (iii) number of treasury shares sold, transferred, cancelled and/or used;
- (iv) number of treasury shares before and after such sale, transfer, cancellation and/or use;
- (v) percentage of the number of treasury shares against the total number of shares outstanding in a class that is listed before and after such sale, transfer, cancellation and/or use; and
- (vi) value of the treasury shares if they are used for a sale or transfer, or cancelled.

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1.6 Sources of funds for Share Buy-back

The Company may only apply funds for the purchase or acquisition of Shares in accordance with the Constitution and the applicable laws and regulations in Singapore. The Company may not purchase or acquire its Shares for a consideration other than cash or for settlement otherwise than in accordance with the trading rules of the SGX-ST.

Any purchase or acquisition of Shares could only be made out of the Company's distributable profits that are available for payment as dividends, as well as from its capital, provided that the Company is solvent. In determining that the Company is solvent, the Directors must have regard to the most recently audited financial statements, other relevant circumstances, and may rely on valuations or estimations of assets or liabilities that are reasonable in the circumstances. In determining the value of contingent liabilities, the Directors may take into account the likelihood of the contingency occurring, as well as any claims the Company is entitled to make and can reasonably expect to be met to reduce or extinguish the contingent liability.

Pursuant to Section 76F(4) of the Companies Act, a company is solvent if at the date of the payment the following conditions are satisfied:

- (a) there is no ground on which the Company could be found to be unable to pay its debts;
- (b) if,
 - (i) it is intended to commence winding up of the Company within the period of 12 months immediately after the date of the payment, the Company will be able to pay its debts in full within the period of 12 months after the date of commencement of the winding up; or
 - (ii) it is not intended so to commence winding up, the Company will be able to pay its debts as they fall due during the period of 12 months immediately after the date of the payment; and
- (c) the value of the Company's assets is not less than the value of its liabilities (including contingent liabilities) and will not, after the purchase or acquisition of Shares, become less than the value of its liabilities (including contingent liabilities).

The Company will use internal resources and/or external borrowings and/or a combination of both to finance purchases or acquisitions of Shares pursuant to the Share Buy-back Mandate. In purchasing or acquiring Shares pursuant to the Share Buy-back Mandate, the Directors will, firstly, consider the availability of internal resources and thereafter consider the availability of external financing.

1.7 Financial effects of the Share Buy-back Mandate

The financial effects on the Company and the Group arising from the Share Buy-backs which may be made pursuant to the Share Buy-back Mandate will depend on, inter alia, whether the Shares are purchased or acquired out of profits and/or capital of the Company, the aggregate number of Shares purchased or acquired, the price at which such Shares are purchased or acquired, whether the Shares purchased or acquired are held as treasury shares or cancelled and the amount (if any) borrowed by the Company to fund the purchase or acquisition.

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Where the Company chooses not to hold the purchased or acquired Shares as treasury shares, such Shares shall be cancelled. The Company shall:-

- (i) reduce the amount of its share capital where the Shares were purchased or acquired out of the capital of the Company;
- (ii) reduce the amount of its profits where the Shares were purchased or acquired out of the profits of the Company; or
- (iii) reduce the amount of its share capital and profits proportionately where the Shares were purchased or acquired out of both the capital and the profits of the Company,

by the total amount of the purchase price paid by the Company for the Shares cancelled.

Where the Company chooses to hold the purchased or acquired Shares as treasury shares, the total number of issued Shares of the Company will remain unchanged.

The financial effects on the Company and the Group, based on the audited financial statements of the Company and the Group for the financial year ended 31 March 2020, are based on the following principal assumptions:

- (a) the acquisition of Shares pursuant to the Share Buy-back Mandate had taken place on 1 April 2019 for the purpose of computing the financial effects on the EPS of the Group and the Company;
- (b) the maximum number of Shares that can be bought back without adversely affecting the 10% public float requirement under the Catalist Rules is 6,709,589;
- (c) Borrowings of S\$1,703,000 by the Company from its wholly-owned subsidiaries in connection with the purchase or acquisition of Shares by the Company;
- (d) the acquisition of Shares pursuant to the Share Buy-back Mandate took place on 31 March 2020 for the purpose of computing the financial effects on the shareholders' equity, NTA per share and gearing of the Group and the Company; and
- (e) transaction costs incurred for the acquisition of Shares pursuant to the Share Buy-back Mandate are assumed to be insignificant and have been ignored for the purpose of computing the financial effects.

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1.7.1 Purchase or acquisition out of capital or profits

Under the Companies Act, purchases or acquisitions of Shares by the Company may be made out of the Company's capital or profits so long as the Company is solvent.

Where the consideration (excluding related brokerage, goods and services tax, stamp duties and clearance fees) paid by the Company for the purchase or acquisition of Shares is made out of capital, the amount available for the distribution of cash dividends by the Company will not be reduced but the issued share capital of the Company will be reduced by the value of the Shares purchased or acquired. Where the consideration (excluding related brokerage, goods and services tax, stamp duties and clearance fees) paid by the Company for the purchase or acquisition of the Shares is made out of profits, such consideration will correspondingly reduce the amount available for the distribution of cash dividends by the Company.

1.7.2 Information as at the Latest Practicable Date

As at the Latest Practicable Date, the issued and paid-up capital of the Company is S\$13,964,000 comprising 121,374,700 Shares. The Company has no treasury shares nor subsidiary holdings.

No Shares are reserved for issue by the Company as at the Latest Practicable Date.

1.7.3 Financial effects

For illustrative purposes only, and on the basis of the assumptions set out below, the financial effects of the:

- (a) acquisition of Shares by the Company pursuant to the Share Buy-back Mandate by way of purchases or acquisitions made out of capital and held as treasury shares; and
- (b) acquisition of Shares by the Company pursuant to the Share Buy-back Mandate by way of purchases or acquisitions made out of capital and cancelled;

based on the audited financial statements of the Group and the Company for the financial year ended 31 March 2020 are set out in the sections below.

The illustrative financial effects of the acquisition of Shares by the Company pursuant to the Share Buy-back Mandate by way of purchases or acquisitions made out of profits are similar to that of purchases or acquisitions made out of capital. Therefore, only the financial effects of the purchase or acquisition of the Shares pursuant to the Share Buy-back Mandate by way of purchases or acquisitions made out of capital are set out in this Addendum.

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1.7.3.1 Purchases or acquisitions made entirely out of capital and held as treasury shares

Market Purchase

For illustrative purposes only, in a Market Purchase, assuming that the Maximum Price is S\$0.72, which is 105% of the average of the closing market prices of the Shares over the last five (5) Market Days immediately preceding the Latest Practicable Date (being the date of the Market Purchase by the Company) on the Catalist, on which transactions in the Shares were recorded, and which is deemed to be adjusted in accordance with the Catalist Rules for any corporate action that occurs during the relevant 5-day period and the day on which the Market Purchase is made, the maximum amount of funds required for the purchase or acquisition of up to 6,709,589 Shares is S\$4,830,904. On this assumption, the impact of the Share Buy-back by the Company undertaken via Market Purchase in accordance with the proposed Share Buy-back Mandate on the Company's and the Group's audited financial statements for the financial year ended 31 March 2020 is as follows:

As at 31 March 2020	Company		Group	
	Before the Share Buy-back	After the Share Buy-back	Before the Share Buy-back	After the Share Buy-back
Shareholders' Equity (S\$'000)	15,105	10,274	26,394	21,563
NTA (S\$'000)	15,105	10,274	26,208	21,337
Current Assets (S\$'000)	10,434	7,306	20,712	15,881
Current Liabilities (S\$ '000)	979	2,682	23,154	23,154
Working Capital (S\$ '000)	9,455	4,624	(2,442)	(7,273)
Total Borrowings (S\$ '000)	–	1,703	8,511	8,511
Cash & Cash Equivalents (S\$ '000)	3,866	738	11,749	6,918
Net Profit (S\$ '000)	1,130	1,130	849	849
Number of Shares ('000) (excluding treasury shares)	121,375	114,665	121,375	114,665
Financial Ratios				
NTA per Share ⁽¹⁾ (cents)	12.44	8.96	21.59	18.64
Basic EPS ⁽²⁾ (cents)	0.93	0.99	0.70	0.74
Debt Equity Ratio ⁽³⁾ (%)	–	16.6	32.2	39.5
Current Ratio ⁽⁴⁾ (times)	10.7	2.7	0.9	0.7

⁽¹⁾ NTA per Share has been computed based on NTA divided by the number of Shares (excluding treasury shares) in issue as at 31 March 2020.

⁽²⁾ Basic EPS has been computed based on FY2020 net profit attributable to Shareholders divided by the weighted average number of Shares in issue.

⁽³⁾ Debt Equity Ratio has been computed based on total borrowings divided by Shareholders' equity.

⁽⁴⁾ Current Ratio represents the ratio of current assets to current liabilities.

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Off-Market Purchase

For illustrative purposes only, in an Off-Market Purchase, assuming that the Maximum Price is S\$0.83, which is 120% of the average of the closing market prices of the Shares over the last five (5) Market Days immediately preceding the Latest Practicable Date (being the date on which the Company makes an announcement of the offer under the Off-Market Purchase scheme) on the Catalist, on which transactions in the Shares were recorded, the maximum amount of funds required for the purchase or acquisition of up to 6,709,589 Shares is S\$5,568,959. On this assumption, the impact of the Share Buy-back by the Company undertaken via Off-Market Purchase in accordance with the proposed Share Buy-back Mandate on the Company's and the Group's audited financial statements for the financial year ended 31 March 2020 is as follows:

As at 31 March 2020	Company		Group	
	Before the Share Buy-back	After the Share Buy-back	Before the Share Buy-back	After the Share Buy-back
Shareholders' Equity (S\$'000)	15,105	9,536	26,394	20,825
NTA (S\$'000)	15,105	9,536	26,208	20,639
Current Assets (S\$'000)	10,434	6,568	20,712	15,143
Current Liabilities (S\$ '000)	979	2,682	23,154	23,154
Working Capital (S\$ '000)	9,455	3,886	(2,442)	(8,011)
Total Borrowings (S\$ '000)	–	1,703	8,511	8,511
Cash & Cash Equivalents (S\$ '000)	3,866	–	11,749	6,180
Net Profit (S\$ '000)	1,130	1,130	849	849
Number of Shares ('000) (excluding treasury shares)	121,375	114,665	121,375	114,665
Financial Ratios				
NTA per Share ⁽¹⁾ (cents)	12.44	8.32	21.59	18.00
Basic EPS ⁽²⁾ (cents)	0.93	0.99	0.70	0.74
Debt Equity Ratio ⁽³⁾ (%)	–	17.9	32.2	40.9
Current Ratio ⁽⁴⁾ (times)	10.7	2.5	0.9	0.7

⁽¹⁾ NTA per Share has been computed based on NTA divided by the number of Shares (excluding treasury shares) in issue as at 31 March 2020.

⁽²⁾ Basic EPS has been computed based on FY2020 net profit attributable to Shareholders divided by the weighted average number of Shares in issue.

⁽³⁾ Debt Equity Ratio has been computed based on total borrowings divided by Shareholders' equity.

⁽⁴⁾ Current Ratio represents the ratio of current assets to current liabilities.

Addendum

1.7.3.2 Purchases made entirely of capital and cancelled

Market Purchase

For illustrative purposes only, in a Market Purchase, assuming that the Maximum Price is S\$0.72, which is 105% of the average of the closing market prices of the Shares over the last five (5) Market Days immediately preceding the Latest Practicable Date (being the date of the Market Purchase by the Company) on the Catalist, on which transactions in the Shares were recorded, and which is deemed to be adjusted in accordance with the Catalist Rules for any corporate action that occurs during the relevant 5-day period and the day on which the Market Purchase is made, the maximum amount of funds required for the purchase or acquisition of up to 6,709,589 Shares is S\$4,830,904. On this assumption, the impact of the Share Buy-back by the Company undertaken via Market Purchase in accordance with the proposed Share Buy-back Mandate on the Company's and the Group's audited financial statements for the financial year ended 31 March 2020 is as follows:

As at 31 March 2020	Company		Group	
	Before the Share Buy-back	After the Share Buy-back	Before the Share Buy-back	After the Share Buy-back
Shareholders' Equity (S\$'000)	15,105	10,274	26,394	21,563
NTA (S\$'000)	15,105	10,274	26,208	21,337
Current Assets (S\$'000)	10,434	7,306	20,712	15,881
Current Liabilities (S\$ '000)	979	2,682	23,154	23,154
Working Capital (S\$ '000)	9,455	4,624	(2,442)	(7,273)
Total Borrowings (S\$ '000)	–	1,703	8,511	8,511
Cash & Cash Equivalents (S\$ '000)	3,866	738	11,749	6,918
Net Profit (S\$ '000)	1,130	1,130	849	849
Number of Shares ('000) (excluding treasury shares)	121,375	114,665	121,375	114,665
Financial Ratios				
NTA per Share ⁽¹⁾ (cents)	12.44	8.96	21.59	18.64
Basic EPS ⁽²⁾ (cents)	0.93	0.99	0.70	0.74
Debt Equity Ratio ⁽³⁾ (%)	–	16.6	32.2	39.5
Current Ratio ⁽⁴⁾ (times)	10.7	2.7	0.9	0.7

⁽¹⁾ NTA per Share has been computed based on NTA divided by the number of Shares (excluding treasury shares) in issue as at 31 March 2020.

⁽²⁾ Basic EPS has been computed based on FY2020 net profit attributable to Shareholders divided by the weighted average number of Shares in issue.

⁽³⁾ Debt Equity Ratio has been computed based on total borrowings divided by Shareholders' equity.

⁽⁴⁾ Current Ratio represents the ratio of current assets to current liabilities.

Addendum

Off-Market Purchase

For illustrative purposes only, in an Off-Market Purchase, assuming that the Maximum Price is S\$0.83, which is 120% of the average of the closing market prices of the Shares over the last five (5) Market Days immediately preceding the Latest Practicable Date (being the date on which the Company makes an announcement of the offer under the Off-Market Purchase scheme) on the Catalist, on which transactions in the Shares were recorded, the maximum amount of funds required for the purchase or acquisition of up to 6,709,589 Shares is S\$5,568,959. On this assumption, the impact of the Share Buy-back by the Company undertaken via Off-Market Purchase in accordance with the proposed Share Buy-back Mandate on the Company's and the Group's audited financial statements for the financial year ended 31 March 2020 is as follows:

As at 31 March 2020	Company		Group	
	Before the Share Buy-back	After the Share Buy-back	Before the Share Buy-back	After the Share Buy-back
Shareholders' Equity (S\$'000)	15,105	9,536	26,394	20,825
NTA (S\$'000)	15,105	9,536	26,208	20,639
Current Assets (S\$'000)	10,434	6,568	20,712	15,143
Current Liabilities (S\$ '000)	979	2,682	23,154	23,154
Working Capital (S\$ '000)	9,455	3,886	(2,442)	(8,011)
Total Borrowings (S\$ '000)	–	1,703	8,511	8,511
Cash & Cash Equivalents (S\$ '000)	3,866	–	11,749	6,180
Net Profit (S\$ '000)	1,130	1,130	849	849
Number of Shares ('000) (excluding treasury shares)	121,375	114,665	121,375	114,665
Financial Ratios				
NTA per Share ⁽¹⁾ (cents)	12.44	8.32	21.59	18.00
Basic EPS ⁽²⁾ (cents)	0.93	0.99	0.70	0.74
Debt Equity Ratio ⁽³⁾ (%)	–	17.9	32.2	40.9
Current Ratio ⁽⁴⁾ (times)	10.7	2.5	0.9	0.7

(1) NTA per Share has been computed based on NTA divided by the number of Shares (excluding treasury shares) in issue as at 31 March 2020.

(2) Basic EPS has been computed based on FY2020 net profit attributable to Shareholders divided by the weighted average number of Shares in issue.

(3) Debt Equity Ratio has been computed based on total borrowings divided by Shareholders' equity.

(4) Current Ratio represents the ratio of current assets to current liabilities.

Addendum

The actual impact will depend on the number and price of the Shares bought back. The Directors do not propose exercising the proposed Share Buy-back Mandate to such an extent that it would have a material adverse effect on the working capital requirements and capital adequacy position of the Company.

Shareholders should note that the financial effects set out above are based on certain assumptions and are for illustrative purposes only. In particular, it is important to note that the above analysis is based on historical audited financial statements for the financial year ended 31 March 2020 and is not necessarily representative of future financial performance.

Although the Share Buy-back Mandate would authorise the Company to purchase or acquire up to 10% of the issued Shares (excluding any Shares held by the Company as treasury shares or which comprise subsidiary holdings), the Company may not necessarily purchase or acquire or be able to purchase or acquire the entire 10% of the issued Shares (excluding any Shares held by the Company as treasury shares or which comprise subsidiary holdings).

In particular, no purchase or acquisition of the Shares would be made in circumstances which would have a material adverse effect on the float, liquidity, orderly trading of the Shares and/or financial position of the Group. In addition, the Company may cancel all or part of the Shares repurchased or hold all or part of the Shares repurchased as treasury shares.

1.8 Tax Implications

Shareholders who are in doubt as to their respective tax positions or the tax implications of share purchases or acquisitions by the Company, or, who may be subject to tax whether in or outside Singapore, should consult their own professional advisers.

1.9 Requirements under the Companies Act and Catalist Rules

Within thirty (30) days of the passing of a Shareholders' resolution to approve the Share Buy-back Mandate, the Company shall lodge a copy of such resolution with the ACRA.

Within thirty (30) days of a Share Buy-back or acquisition on the Catalist or otherwise, the Company shall lodge with the ACRA a notification of the Share Buy-back or acquisition in the prescribed form. Such notification shall include, inter alia, the date of the purchase or acquisition, the number of Shares purchased or acquired, the number of Shares cancelled and/or the number of Shares held as treasury Shares, the Company's issued share capital before and after the Share purchase or acquisition, the amount of consideration paid by the Company for the purchase or acquisition and whether the Shares were purchased or acquired out of the profits or capital of the Company.

The Catalist Rules specify that a listed company shall report all purchases or acquisitions of its shares to the SGX-ST not later than 9.00 a.m., (a) in the case of a Market Purchase, on the Market Day following the day on which it purchased or acquired shares and (b) in the case of an Off-Market Purchase under an equal access scheme, on the second Market Day after the close of acceptances of the offer. Such announcement currently requires the inclusion of details of the total number of shares purchased or acquired, the purchase price per share or the highest and lowest prices paid for such shares, as applicable and such announcement must be made in the form of Appendix 8D of the Catalist Rules.

Addendum

While the Catalist Rules do not expressly prohibit any purchase or acquisition of shares by a listed company during any particular time or times, because the listed company would be regarded as an “insider” in relation to any proposed purchase or acquisition of its issued shares, the Company will not undertake any purchase or acquisition of Shares pursuant to the proposed Share Buy-back Mandate at any time after a price sensitive development has occurred or has been the subject of a decision until the price sensitive information has been publicly announced. In particular, in line with the best practices guide on securities dealings issued by the SGX-ST, the Company would not purchase or acquire any Shares through Market Purchases or Off-Market Purchases commencing one month before the announcement of the Company’s half year and full year financial statements.

1.10 Listing Status

The Company is required under Rule 723 of the Catalist Rules to ensure that at least 10% of its total number of Shares (excluding any preference shares, convertible equity securities and treasury shares) are in the hands of the public. The “public”, as defined under the Catalist Rules, are persons other than the directors, chief executive officer, substantial shareholders or Controlling Shareholders of the Company or its Subsidiaries, as well as the Associates of such persons.

As at the Latest Practicable Date, there are 1,162 Shareholders and 18,176,100 Shares are in the hands of the public (as defined above), representing approximately 14.98% of the issued share capital of the Company. For illustrative purposes only, assuming the Company undertakes purchases or acquisitions of its Shares up to the full 10% limit pursuant to the Share Buy-back Mandate and all such Shares purchased or acquired are held by the public, the number of Shares in the hands of the public would be reduced by approximately 12,137,470 Shares, the resultant number of Shares held by public Shareholders would be reduced to 6,038,630, representing approximately 5.53% of the remaining issued Shares of the Company. Therefore in such a case and in order not to adversely affect the listing status of Shares on the SGX-ST, the Company will not be permitted to undertake purchases or acquisitions of its Shares to the full 10% limit pursuant to the Share Buy-back Mandate if it will result in the number of Shares held by public Shareholders falling below 10% of the remaining issued Shares of the Company. Accordingly, the Company is restricted to market purchases of up to 6,709,589 Shares which would result in the number of Shares in the hands of the public to be reduced to 11,466,511 Shares, representing 10% of the issued Shares of the Company.

1.11 Take-over Obligations

Appendix 2 of the Take-over Code contains the Share Buy-back Guidance Note applicable as at the Latest Practicable Date. The take-over implications arising from any purchase or acquisition by the Company of its Shares are set out below:

Addendum

1.11.1 Obligation to make a take-over offer

Under Appendix 2 of the Take-over Code, an increase of a Shareholder's proportionate interest in the voting rights of the Company resulting from a Share Buy-back by the Company will be treated as an acquisition for the purpose of Rule 14 of the Take-over Code ("Rule 14"). Consequently, a Shareholder or group of Shareholders acting in concert with a Director could obtain or consolidate effective control of the Company, and become obligated to make a take-over offer for the Company under Rule 14.

Pursuant to Rule 14, a Shareholder and persons acting in concert with the Shareholder will incur an obligation to make a mandatory take-over offer if, inter alia, he and persons acting in concert with him increase their voting rights in the Company to 30% or more or, if they, together holding between 30% and 50% of the Company's voting rights, increase their voting rights in the Company by more than 1% in any period of 6 months.

1.11.2 Persons acting in concert

Under the Take-over Code, persons acting in concert comprise individuals or companies who, pursuant to an agreement or understanding (whether formal or informal), cooperate, through the acquisition by any of them of shares in a company, to obtain or consolidate effective control of that company.

Unless the contrary is established, the following persons will, inter alia, be presumed to be acting in concert:

- (a) a company with any of its directors (together with their close relatives, related trusts as well as companies controlled by any of the directors, their close relatives and related trusts);
- (b) a company with its parent company, subsidiaries, its fellow subsidiaries, any associated companies of the foregoing companies, and any company whose associated companies include any of the foregoing companies, and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the aforementioned companies for the purchase of voting rights. For this purpose, a company is an associated company of another company if the second company owns or controls at least 20% but not more than 50% of the voting rights of the first-mentioned company; and
- (c) an individual, his close relatives, his related trusts, and any person who is accustomed to act according to the individual's instructions, and companies controlled by any of the aforementioned persons and entities, and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the above for the purposes of voting rights.

The circumstances under which Shareholders of the Company (including Directors of the Company) and persons acting in concert with them respectively will incur an obligation to make a take-over offer under Rule 14 after a purchase or acquisition of Shares by the Company are set out in Appendix 2 of the Take-over Code.

Addendum

1.11.3 Effect of Rule 14 and Appendix 2 of the Take-over Code

In general terms, the effect of Rule 14 and Appendix 2 of the Take-over Code is that, unless exempted, Shareholders and persons acting in concert with them will incur an obligation to make a take-over offer for the Company under Rule 14 if, as a result of the Company purchasing or acquiring its Shares, the voting rights of such Shareholders and their concert parties would increase to 30% or more, or if the voting rights of such Shareholders and their concert parties fall between 30% and 50% of the Company's voting rights, the voting rights of such Directors and their concert parties would increase by more than 1% in any period of six months.

Under Appendix 2 of the Take-over Code, a Shareholder not acting in concert with the Directors of the Company will not be required to make a take-over offer under Rule 14 of the Take-over Code if, as a result of the Company purchasing or acquiring its Shares, the voting rights of such Shareholder in the Company would increase to 30% or more, or, if such Shareholder holds between 30% and 50% of the Company's voting rights, the voting rights of such Shareholder would increase by more than 1% in any period of six months. Such Shareholder need not abstain from voting in respect of the resolution authorising the Share Buy-back Mandate.

Shareholders will be subject to the provisions of Rule 14 if they acquire any Shares after Share Buy-backs by the Company.

Based on the information set out below, in the event that the Company undertakes Share Buy-backs of up to 10% of the issued share capital of the Company (excluding any Shares held by the Company as treasury shares or which comprise subsidiary holdings) as permitted by the Share Buy-back Mandate, none of the Directors or Substantial Shareholders are required to make a mandatory take-over offer for the Company under Rule 14 of the Take-over Code.

The Directors are not aware of any potential Shareholders who may have to make a mandatory take-over offer to the other Shareholders as a result of a purchase of Shares by the Company pursuant to the proposed Share Buy-back Mandate.

Shareholders are advised to consult their professional advisers and/or the Council and/or the relevant authorities at the earliest opportunity as to whether an obligation to make a take-over offer would arise by reason of any share purchases or acquisitions by the Company pursuant to the Share Buy-back Mandate.

Purely for illustrative purposes, on the basis of 121,374,700 Shares in issue as at the Latest Practicable Date, and assuming that no further Shares are issued on or prior to the AGM, not more than 12,137,470 Shares (representing 10% of the Shares in issue as at that date) may be purchased or acquired by the Company pursuant to the Share Buy-back Mandate, if so approved by Shareholders at the AGM.

Addendum

Assuming that the Share Buy-back Mandate is validly and fully exercised prior to the next annual general meeting and the maximum number of Shares authorized under the Share Buy-back Mandate being 12,137,470 Shares have been purchased or acquired, based on the Register of Directors' Shareholdings and Register of Substantial Shareholders of the Company, as at the Latest Practicable Date, the shareholdings of the Directors and Substantial Shareholders would be changed as follows:

	Before the Share Buy-back				After the Share Buy-back			
	Direct interest		Deemed interest		Direct interest		Deemed interest	
	No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽²⁾	No. of Shares	% ⁽²⁾
Directors								
Han Keen Juan ⁽⁴⁾	71,136,000 ⁽³⁾	58.61	8,892,000	7.33	71,136,000 ⁽³⁾	65.12	8,892,000	8.14
Lim Tao-E William	8,892,000	7.33	–	–	8,892,000	8.14	–	–
Chow Hui Shien	80,600	0.07	–	–	80,600	0.07	–	–
Substantial Shareholders								
Ng Choi Hong ⁽⁴⁾	8,892,000	7.33	71,136,000	58.61	8,892,000	8.14	71,136,000	65.12
Goodview Properties Pte Ltd	14,198,000	11.70	–	–	14,198,000	13.00	–	–
Far East Organization Centre Pte Ltd ⁽⁵⁾	–	–	14,198,000	11.70	–	–	14,198,000	13.00
Estate of Ng Teng Fong ⁽⁵⁾	–	–	14,198,000	11.70	–	–	14,198,000	13.00
Ng Chee Tat Philip ⁽⁵⁾	–	–	14,198,000	11.70	–	–	14,198,000	13.00
Ng Chee Siong ⁽⁵⁾	–	–	14,198,000	11.70	–	–	14,198,000	13.00

Notes:

- (1) Percentages calculated based on 121,374,700 Shares in issue as at the Latest Practicable Date.
- (2) Percentages calculated based on 109,237,230 Shares, assuming the Company purchases or acquires the maximum allowed number of 10% of the Shares as at the Latest Practicable Date.
- (3) Han Keen Juan has a direct interest in 10,000,000 Shares held in the name of Hong Leong Finance Nominees Pte Ltd.
- (4) Han Keen Juan and Ng Choi Hong are husband and wife. Each is deemed to be interested in the direct interest of the other, as each has authority (whether formal or informal, or express or implied) to dispose of, or to exercise control over the disposal of those shares held by the other.
- (5) Far East Organization Centre Pte Ltd, Estate of Ng Teng Fong, Ng Chee Tat Philip and Ng Chee Siong are deemed to have an interest in the shares held by Goodview Properties Pte Ltd.

Addendum

1.12 Shares purchased by the Company

The Company has not made any Share Buy-backs in the 12 months preceding the Latest Practicable Date.

1.13 Limits on shareholdings

The Company does not have any limits on the shareholding of any Shareholder.

2. ACTION TO BE TAKEN BY SHAREHOLDERS

Due to the current COVID-19 restriction orders in Singapore, Shareholders will not be allowed to attend the AGM in person. Shareholders will not be able to vote online at the AGM. **A member (whether individual or corporate) must appoint the chairman of the AGM (“AGM Chairman”) as his/her/its proxy to vote on his/her/its behalf at the AGM if such member wishes to exercise his/her/its voting rights at the AGM.** Please note that a member may not vote at the AGM otherwise than by way of appointing the Chairman of the Meeting as the member’s proxy.

The proxy form must be submitted to the Company no later than 2.00 p.m. on 26 September 2020 (being not less than 72 hours before the time appointed for the AGM) through any one of the following means:

- (a) If submitted by post, be lodged with the Company’s Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 50 Raffles Place #32-01 Singapore Land Towers Singapore 048623; or
- (b) if submitted electronically, be submitted via email to the Company’s Share Registrar at AGM.TeamE@boardroomlimited.com.

A Shareholder who wishes to submit a proxy form must first download, complete and sign the proxy form, before submitting it by post to the address provided in sub-paragraph (a) above, or before scanning and sending it by email to the email address provided in sub-paragraph (b) above.

In view of the current COVID-19 situation and the related safe distancing measures which may make it difficult for members to submit completed proxy forms by post, members are strongly encouraged to submit completed proxy forms electronically via email to the Company so as to reach the Company no later than 2.00 p.m. on 26 September 2020 (being not less than 72 hours before the time appointed for the AGM).

Shareholders are encouraged to refer to the Company’s announcement titled “Announcement relating to Annual General Meeting to be held on 29 September 2020” dated 7 September 2020 for details on the conduct of the AGM and voting by appointing the Chairman of the AGM as proxy at the AGM, and to check regularly the SGX website or the Company’s website for any updates on the AGM.

A Depositor shall not be regarded as a member of the Company entitled to attend the AGM and to speak and vote thereat unless his name appears on the Depository Register maintained by CDP pursuant to Part IIIIAA of the SFA at least seventy-two (72) hours before the AGM.

Addendum

3. DIRECTORS' RECOMMENDATION

The Directors are of the opinion that the proposed renewal of the Share Buy-back Mandate is in the best interests of the Company. Accordingly, they recommend that Shareholders vote in favour of Ordinary Resolution 8 as set out in the notice of AGM dated 7 September 2020, being the ordinary resolution relating to the proposed renewal of the Share Buy-back Mandate.

4. DIRECTORS' RESPONSIBILITY STATEMENT

The Directors collectively and individually accept full responsibility for the accuracy of the information given in this Addendum and confirm after making all reasonable enquiries, that to the best of their knowledge and belief, this Addendum constitutes full and true disclosure of all material facts about the proposed renewal of the Share Buy-back Mandate, the Company and its Subsidiaries, and the Directors are not aware of any facts the omission of which would make any statement in this Addendum misleading. Where information in this Addendum has been extracted from published or otherwise publicly available sources or obtained from a named source, the sole responsibility of the Directors has been to ensure that such information has been accurately and correctly extracted from those sources and/or reproduced in this Addendum in its proper form and context.

5. DOCUMENTS FOR INSPECTION

A copy of the following documents may be inspected at the registered office of the Company at 2 Woodlands Terrace Singapore 738427, during normal business hours from the date of this Addendum up to and including the date of the AGM:

- (a) the Annual Report of the Company for the financial year ended 31 March 2020; and
- (b) the Constitution.

As part of a concerted effort to contain the COVID-19 situation in Singapore, Shareholders who are interested to inspect the documents are encouraged to email to the Company's investor relations at finance@oldchangkee.com for inspection via electronic means. The Annual Report for the financial year ended 31 March 2020 is also available on the Company's website at <https://www.oldchangkee.com/> and SGXNET.

Yours faithfully
For and on behalf of the Board of Directors of
Old Chang Kee Ltd.

Lim Tao-E William
Executive Director and Chief Executive Officer



PROXY FORM

Old Chang Kee Ltd.

Company Registration No. 200416190W
(Incorporated in the Republic of Singapore)

IMPORTANT

- The annual general meeting of the Company (the "AGM") is being convened, and will be held, by way of electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020.
- Due to the current COVID-19 restriction orders in Singapore, a member will not be able to attend the AGM in person. A member (whether individual or corporate and including a Relevant Intermediary*) must appoint the Chairman of the AGM as his/her/its proxy to vote on his/her/its behalf at the AGM if such member wishes to exercise his/her/its voting rights at the AGM.
- This Proxy Form is not valid for use by CPF investors and shall be ineffective for all intents and purposes if used or purported to be used by them.
- CPF or SRS investors who wish to vote should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven (7) working days before the AGM (i.e. by vote on their behalf by the cut-off date.
- For investors who have used their CPF monies to buy Old Chang Kee Ltd.'s shares, the 2020 Annual Report is forwarded to them at the request of the CPF Approved Nominees and is sent solely FOR INFORMATION ONLY.
- By submitting an instrument appointing the Chairman of the AGM as his/her/its proxy, the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 7 September 2020.

*I/We, _____

of _____

being a *member/members of Old Chang Kee Ltd. (the "**Company**"), hereby appoint the Chairman of the annual general meeting of the Company (the "**AGM**"), as *my/our proxy to vote for *me/us on *my/our behalf at the AGM to be held by way of electronic means on Tuesday, 29 September 2020 at 2.00 p.m. and at any adjournment thereof. *I/We direct *my/our proxy to vote for or against, or to abstain from voting on the Resolutions to be proposed at the AGM as indicated hereunder. If no specific direction as to voting is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the appointment of the Chairman of the AGM as *my/our proxy will be treated as invalid.

All resolutions put to vote at the Meeting shall be decided by way of poll.

No.	Resolutions relating to:	For**	Against**	Abstain**
As Ordinary Business				
1	Adoption of Directors' Statement and Audited Financial Statements for the financial year ended 31 March 2020			
2	Payment of proposed final tax-exempt (one-tier) dividend of 0.5 Singapore cents per ordinary share in respect of the financial year ended 31 March 2020			
3	Approval of Directors' Fees amounting to S\$164,000 for the financial year ending 31 March 2021, payable quarterly in arrears			
4	Re-election of Mr Han Keen Juan as Director of the Company			
5	Re-election of Mr Lim Tao-E William as Director of the Company			
6	Re-election of Mr Hawazi Bin Daipi as Director of the Company			
7	Re-appointment of Ernst & Young LLP as Auditors of the Company and authorising Directors to fix their remuneration			
As Special Business				
8	Authority to purchase shares pursuant to the Renewal of Share Buyback Mandate			
9	Authority to allot and issue shares pursuant to Section 161 of the Companies Act, Chapter 50 of Singapore			

** Please indicate your vote "For", "Against" or "Abstain" with an "X" within the box provided. Alternatively, please indicate the number of votes "For" or "Against" within the box provided. If you wish the Chairman of the AGM as your proxy to "Abstain" from voting on a resolution, please indicate "X" in the "Abstain" box in respect of that resolution. Alternatively, please indicate the number of shares that the Chairman of the AGM as your proxy is directed to abstain from voting in that resolution. In the absence of specific directions in respect of a resolution, the appointment of the Chairman of the AGM as your proxy for that resolution will be treated as invalid.

Dated this _____ day of _____ 2020

Signature of Shareholder(s) _____

or, Common Seal of Corporate Shareholder

* Delete where inapplicable

IMPORTANT: PLEASE READ NOTES OVERLEAF

Total number of Shares in:		No. of Shares
(a)	CDP Register	
(b)	Register of Members	
TOTAL		

Notes:

1. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act (Chapter 289) of Singapore), you should insert that number of shares. If you have shares registered in your name in the Register of Members, 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 entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, the instrument appointing a proxy or proxies shall be deemed to relate to all the shares held by you.
2. Due to the current COVID-19 restriction orders in Singapore, a member of the Company will not be able to attend the AGM in person. A member of the Company (whether individual or corporate and including a Relevant Intermediary*) must appoint the Chairman of the AGM as his/her/its proxy to vote on his/her/its behalf at the AGM if such member wishes to exercise his/her/its voting rights at the AGM.
In appointing the Chairman of the AGM as proxy, a member of the Company (whether individual or corporate and including a Relevant Intermediary*) must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the form of proxy, failing which the appointment of the Chairman of the AGM as proxy for that resolution will be treated as invalid.
CPF or SRS investors who wish to vote should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven (7) working days before the AGM (i.e. by 2:00 p.m. on 18 September 2020) in order to allow sufficient time for their respective CPF Agent Banks or SRS Operators to in turn submit a proxy form to appoint the Chairman of the AGM to vote on their behalf by the cut-off date.
The Chairman of the AGM, as proxy, need not be a member of the Company.
3. The instrument or form appointing the Chairman of the AGM as proxy, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must be submitted to the Company in the following manner:
 - (a) If submitted by post, be lodged with the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 50 Raffles Place #32-01 Singapore Land Tower Singapore 048623; or
 - (b) if submitted electronically, be submitted via email to the Company's Share Registrar at AGM.TeamE@boardroomlimited.com.in either case, by 2:00 p.m. on 26 September 2020 (being not less than seventy-two (72) hours before the time appointed for holding the AGM) (or at any adjournment thereof) and in default the instrument of proxy shall not be treated as valid.
4. A member who wishes to submit an instrument of proxy must first download, complete and sign the proxy form, before submitting it by post to the address provided in sub-paragraph (a) above, or before scanning and sending it by email to the email address provided in sub-paragraph (b) above.

In view of the current COVID-19 situation and the related safe distancing measures, which may make it difficult for members of the Company to submit completed proxy forms by post, members of the Company are strongly encouraged to submit completed proxy forms electronically via email to the Company so as to reach the Company not less than seventy-two (72) hours before the time appointed for holding the AGM.

5. The instrument appointing the Chairman of the AGM as proxy must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing the Chairman of the AGM as proxy is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or duly authorised officer, failing which the instrument of proxy may be treated as invalid. Where an instrument appointing the Chairman of the AGM as proxy is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company), if the instrument appointing the Chairman of the AGM as proxy is submitted by post, be lodged with the instrument of proxy or, if the instrument appointing the Chairman of the AGM as proxy is submitted electronically via email, be emailed with the instrument of proxy, failing which the instrument may be treated as invalid.
6. A corporation which is a member of the Company may authorise by resolution of its director or other governing body, such person as it thinks fit to act as its representative at the AGM, in accordance with its constitution and Section 179 of the Companies Act, Chapter 50 of Singapore.
7. The Company shall be entitled to reject the instrument appointing the Chairman of the AGM as proxy if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing the Chairman of the AGM as proxy.
8. Members should take note that after the deadline for the submission of proxy forms, the deadline being 2:00 p.m. on 26 September 2020, i.e., 72 hours before the time for holding the Meeting, they cannot change their vote as Members have indicated in the box provided above.

General:

The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or 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. In addition, in the case of shares 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 the Chairman of the AGM as proxy, the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 7 September 2020.



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