



HGH HOLDINGS LTD.



PICKING UP THE PACE

ANNUAL REPORT 2020

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This Annual Report has been reviewed by the Company's sponsor, SAC Capital Private Limited (the "Sponsor"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "SGX-ST") and the SGX-ST assumes no responsibility for the contents of this Annual Report, including the correctness of any of the statements or opinions made or reports contained in this Annual Report.

The contact person for the Sponsor is Mr. David Yeong (Tel (65) 6232 3210), at 1 Robinson Road, #21-00 AIA Tower, Singapore 048542.

LEASING AND SERVICE INCOME

Through our purpose-built industrial complex spanning over a land size of 75,000 square metres and a gross floor area of over 53,000 square metres, we provide a one-stop high value-added general warehousing and logistics services, industrial and office space for engineering, manufacturing, industrial training and workers' dormitory facilities. Some of our major clients include NTUC Learning Hub, Space Furniture, Sunningdale Tech, Germaxco Shipping Agencies and Torishima Service Solutions Asia.

SUPPLY AND MANUFACTURING OF READY-MIX CONCRETE PRODUCTS

We supply ready-mix concrete in Singapore to various customers in the construction and civil engineering sector and the ready-mix concrete is a specialised business whereby very stringent criterion are set. Ready-mix concrete refers to concrete that have been weigh-batched at the batching plant, mixed inside a mixer in the plant itself or in a mechanical concrete mixer mounted on a truck chassis while in transit from the plant. The ready-mix is thus delivered in a "ready-to-use" state to its intended destination and ultimate location at the construction site. The ready-mix concrete industry is a support industry to the construction industry, where the construction industry constitutes one of the main sectors of Singapore's economy.

MANUFACTURING PRECAST CONCRETE PRODUCTS

We provide value-added and cost competitive manufacturing solutions to the construction sector with various product mix of structural and non-structural precast concrete products, that are suitable for all types of civil and construction works. The concrete products are sold mainly to civil engineering contractors undertaking projects from government ministries and statutory boards for infrastructure works and public housing in Singapore.

UNDERGROUND CABLE INSTALLATION AND ROAD REINSTATEMENT SERVICES

We carry out civil and associated works, such as underground cable installation and road reinstatement works for various customers in the construction and civil engineering sector. Underground cable installation refers to the installation of power cables, auxiliary cables and other accessories under the ground. We are also responsible for ensuring the proper laying of cables and quality of cable joints and branch connections. Road reinstatement refers to the backfilling and reinstatement of road surfaces after any trenching or excavation works. We are also responsible for ensuring that there is sufficient depth of refilling and proper compaction and settlement. We started out by undertaking various jobs obtained through public tenders, and we are currently Grade L5 and C1 registered contractor with the Building and Construction Authority (BCA).

CHAIRMAN'S MESSAGE



DEAR SHAREHOLDERS

It is my pleasure to present my inaugural sharing of the overview of the financial performance of HGH Holdings Ltd. (the “Company”) and its subsidiaries (collectively, the “Group”) for the financial year ended 31 December 2020 (“FY2020”).

DEVELOPMENTS OVER THE YEAR

In recent years, the Group had progressively diversified and transformed into a leasing and service income, construction and cabling company. We completed our acquisitions and divestments in the financial year ended 31 December 2018, and at current, the Group is principally engaged in the following businesses:

1. Supply and manufacturing of ready-mix concrete products (“PC”);
2. Supply of precast concrete products (“WPP”);
3. Leasing and service income (“EMS”); and
4. Underground cable installation and road reinstatement services (“PHH”).

On 26 June 2020, the Company’s name was changed to “HGH Holdings Ltd”. The name “HGH” stands for “Hee”, “Guan” and “Heng” which represents the name of each of the three founders – Tan Poh Hee, Tan Poh Guan and myself. The Board is of the view that the new name, “HGH Holdings Ltd.” reflects the Company’s new corporate profile and marketing direction more appropriately, and will allow the public and the Company’s business partners to identify and recognise the Company and Group under this new name.

The Board was also reshuffled following the change in the Company’s name. Mr Tan Poh Guan, who was previously Executive Director, was re-designated as Executive Director cum Chief Executive Officer of the Company with effect from 1 July 2020. Mr Lai Choong Hon was re-designated from Executive Director and Financial Controller to Financial Controller of the Group with effect from 1 August 2020. As for myself, I have been re-designated from Non-Executive Director to Executive Director, and subsequently, was re-designated as Executive Chairman, with effect from 1 August 2020.

BUSINESS OUTLOOK

The outbreak of the COVID-19 pandemic and the necessary precautions that have been taken to contain its spread have led to business disruptions, and thus economic slowdown, around the world. These circumstances have affected the Group’s results for FY2020, in particularly, ready-mix concrete, precast concrete products and underground cable installation and road reinstatement services which had temporarily ceased operation from early April to August 2020 with the closure of the workers’ dormitories island-wide.

With the global economic slowdown, the Group expects a slow recovery in its business activities. We expect it will take time for operations to return to normal capacity amid the ongoing uncertainties. Despite this, we also expect a consistent flow of revenue contribution from EMS for the next 12 months, mainly arising from contracted leasing/ service income.

CHAIRMAN'S MESSAGE



The Group expects that the disruptive impact on the demand of the construction market segment may negatively affect the prices of the products or services of the Group's businesses in those segments. Additionally, the uncertainty regarding the new strain of COVID-19 and the effectiveness of the vaccines have cast further doubt on business recovery, especially for the local economy. The Group is vigilantly monitoring the industry's recovery process and continues to look for the right opportunities to further diversify its businesses and revenue streams to tide it through these ongoing uncertainties.

FINANCIAL REVIEW

The Group reported total revenue of approximately S\$11.70 million in FY2020, a significant decline of 51.05% or S\$12.20 million from S\$23.90 million in FY2019. The decrease was mainly due to the COVID-19 pandemic and its impact on the operation of supply and manufacturing of ready-mix concrete products and provision of underground cable installation and road reinstatement services. During the year, the change in management at PC also severely affected its operations. Due to aforementioned disruptions, revenue from PC, PHH and WPP were reduced by approximately S\$6.84 million, S\$3.80 million and S\$1.21 million respectively.

Please refer to the Operations Review and Financial Highlights on pages 4 to 7 of this Annual Report for further information and detail on the Group's financial performance and position in FY2020.

CORPORATE GOVERNANCE

Integral to the Group's culture and business practices, we continue to be committed to maintaining high standards of corporate governance. For the Group's key corporate governance policies, please refer to the Corporate Governance Report on pages 12 to 41 of this Annual Report.

APPRECIATION

I would like to take this opportunity to thank my fellow Directors for their invaluable advice and stewardship of the Group through the challenges faced throughout FY2020. To all key management personnel and staff members of the Group, I deeply appreciate your tireless commitment and dedication to your work, even in difficult times. Your unwavering support is what will drive the Group's business further in creating sustainable value.

Finally, on behalf of the Board, I sincerely thank all of our shareholders, customers, vendors, business partners and stakeholders for your continued support and trust throughout these challenging times. We stay prepared to surmount the challenges and look forward to strengthening our resilience in the coming financial year.

Stay safe and I wish you all good health.

NG CHUAN HENG
Executive Chairman

OPERATIONS REVIEW AND FINANCIAL HIGHLIGHTS

GROUP'S FINANCIAL PERFORMANCE

	FY2020 S\$'000	FY2019 S\$'000	Change %
Revenue			
Leasing and service income	7,651	8,003	(4)
Manufacturing of precast concrete products	1,857	3,066	(39)
Supply and manufacturing of ready-mix concrete products	1,933	8,772	(78)
Provision of underground cable installation and road reinstatements	255	4,059	(94)
Total Revenue	11,696	23,900	(51)
Cost of sales	(8,044)	(14,891)	(46)
Gross profit	3,652	9,009	(59)
Other income	1,578	407	>100
Distribution costs	(242)	(1,071)	(77)
Administrative expenses	(5,648)	(7,460)	(24)
Other expenses	(3,442)	(2,637)	31
Loss on derecognition of financial assets	(131)	-	n.m.
Provision of impairment loss on financial assets, net	(394)	(3,976)	(90)
Finance income	-	176	n.m.
Finance costs	(182)	(336)	(46)
Loss before tax	(4,809)	(5,888)	(18)
Income tax credit/(expense)	556	(41)	n.m.
Total loss for the year	(4,253)	(5,929)	(28)
Other comprehensive loss -			
Items that may be reclassified subsequently to profit or loss			
- Currency translation differences arising from consolidation	2	1	100.0
- Equity investment at FVOCI – net change in fair value	-	(115)	n.m.
Total comprehensive loss for the year	(4,251)	(6,043)	(30)

*n.m. – not meaningful

OPERATIONS REVIEW AND FINANCIAL HIGHLIGHTS



For the financial period under review, the Group's operations were principally engaged in: (a) Premium Concrete Pte. Ltd. ("PC") for the supply and manufacturing of ready-mix concrete products; (b) W&P Precast Pte. Ltd. ("WPP") for the supply of precast concrete products; (c) Engineering Manufacturing Services Pte. Ltd. ("EMS") for providing one-stop high value-added general warehousing and logistics services, industrial, office space for engineering, manufacturing, industrial training and workers' dormitory facilities; and (d) Poh Huat Heng Corporation Pte. Ltd. ("PHH") providing underground cable installation and road reinstatement services.

1. Revenue for FY2020 saw a significant drop by 51.05% (S\$12.20 million) from the S\$23.90 million achieved in the financial year ended 31 December 2019 ("FY2019") to S\$11.70 million due to the COVID-19 pandemic that has greatly affected the operation of supply and manufacturing of ready-mix concrete products and provision of underground cable installation and road reinstatement services. PC had undergone a change in management during FY2020, which had also affected the operations severely.
2. The Group's cost of sales in FY2020 reduced from S\$14.89 million to approximately S\$8.04 million, standing for a 46.00% or S\$6.85 million decrease, which was in tandem with the decrease in revenue that had been impacted by the COVID-19 pandemic that has disrupted the Group's operations in the supply and manufacturing activities.
3. There was a considerable increase in the Group's other operating income of S\$1.17 million mainly due to the contribution from the government grants provided as COVID-19 support of approximately S\$1.27 million while other miscellaneous income reduced during the year.
4. The Singapore Government had implemented Circuit Breaker measures ("CB measures") on 7 April 2020 in a bid to minimise further spread of the COVID-19 pandemic ("Circuit Breaker Period"), and PC had to temporarily shutdown its operations during that period. This led to lower expenses incurred, lowering the Group's distribution cost by S\$0.83 million or as much as 77.34% compared to FY2019.
5. The reduction in administrative costs by 24.29% or S\$1.81 million as compared to FY2019 was similarly due to the overall decrease in expenses by all subsidiaries during the Circuit Breaker period.
6. In FY2020, the Group incurred impairment of goodwill for PHH amounting to S\$2.51 million during the year, increasing the Group's other expenses by S\$0.81 million. In prior year, the Group had also recognised the impairment loss on goodwill of subsidiary, PC and impairment loss on right-of-use of assets amounted to S\$1.12 million and S\$0.52 million respectively.
7. For net impairment loss on financial assets, figures slipped from S\$3.98 million to S\$0.39 million, mainly due to the impairment of loan provided to Epicentre Pte. Ltd. and Broadwell Ltd. amounting to S\$2.11 million and S\$2.44 million respectively in the preceding year.
8. In FY2020, the Group has recognised a loss on derecognition of financial assets arising from the rental waiver voluntarily given by EMS to its tenants.

OPERATIONS REVIEW AND FINANCIAL HIGHLIGHTS

GROUP FINANCIAL POSITION

	FY2020 S\$'000	FY2019 S\$'000	Change %
ASSETS			
Non-current assets			
Property, plant and equipment	1,812	55,992	(97)
Investment properties	56,618	-	n.m.
Right-of-use assets	-	5,982	n.m.
Intangible assets	1,886	2,764	(32)
Goodwill	-	2,506	n.m.
Financial assets, at FVOCI	35	35	-
	60,351	67,279	(10)
Current assets			
Inventories	297	123	>100
Trade and other receivables	1,889	4,259	(56)
Other current assets	326	351	(7)
Cash and bank balances	6,784	6,643	2
	9,296	11,376	(18)
TOTAL ASSETS	69,647	78,655	(11)
LIABILITIES			
Non-current liabilities			
Lease liabilities from financial institutions	-	27	n.m.
Lease liabilities	5,709	6,098	(6)
Deferred tax liabilities	8,814	9,383	(6)
Other liabilities	359	471	(24)
	14,882	15,979	(7)
Current liabilities			
Trade payables	505	2,701	(81)
Other payables and accruals	2,941	3,364	(13)
Bank borrowings	100	-	n.m.
Lease liabilities from financial institutions	27	27	-
Lease liabilities	389	491	(21)
Provision for defect liability	240	-	n.m.
Income tax payable	292	1,572	(81)
	4,494	8,155	(45)
TOTAL LIABILITIES	19,376	24,134	(20)
EQUITY			
Capital and reserves attributable to equity holders of the Company			
Share capital	35,225	35,225	-
Reserves	15,070	19,303	(22)
	50,295	54,528	(8)
Non-controlling interests	(24)	(7)	>100
TOTAL EQUITY	50,271	54,521	(8)

*n.m. – not meaningful

OPERATIONS REVIEW AND FINANCIAL HIGHLIGHTS

1. As at 31 December 2020, the Group's property, plant and equipment ("PPE") stood at approximately S\$1.81 million, constituting to 3.00% of the Group's non-current assets. The decrease compared to FY2019 was due to the Group's transfer of the leasehold building of EMS amounting to S\$53.75 million to investment properties, combined with the depreciation charged during the year.
2. The Group's leasehold building and land previously classified under PPE and right-of-use assets respectively were transferred to investment properties during the year. This was due to the change in business focus to cease the provision of ancillary warehousing services and only provide rental space to its tenants. Depreciation of the investment properties amounts to S\$3.11 million during the year
3. The Group's intangible assets are in relation to the fair value of the contractual rental agreements entered into with EMS and non-contractual customer relationships with PHH. PC acquired additional intangible assets amounting to S\$0.04 million during the year.
4. The decrease in the carrying amount of the Group's goodwill as at 31 December 2020 compared to 31 December 2019 was mainly due to an impairment of goodwill of PHH during the year amounting to S\$2.51 million.
5. For trade and other receivables, compared to 31 December 2019, the total amount reduced by S\$2.37 million, mainly due to a recovery of the trade balances and impairment loss on financial assets amounting to S\$2.00 million and S\$0.39 million respectively.
6. The Group's cash and bank balances remained relatively stable for both FY2020 and FY2019.
7. Trade and other payables amounted to S\$3.45 million which constituted to 76.69% of the Group's current liabilities, with the decrease mainly due to the repayments made during the year.
8. As at 31 December 2020, the Group recognised provision for defects liability for the contracts delivered by PHH.
9. Lease liabilities for the Group for FY2020 decreased with the repayments made during the year.
10. To get additional funds for working capital, the Group has drawn down additional bank borrowings of S\$0.10 million during the year.
11. As at 31 December 2020, the current tax liabilities arose mainly from the net chargeable income generated by EMS for the financial year ended 31 December 2020. We had utilised the Group Relief scheme, which brought the Group's tax liabilities lower.



BOARD OF DIRECTORS



NG CHUAN HENG
Executive Chairman

Mr Ng Chuan Heng (“Mr Ng”) came on board as Non-Executive Non-Independent Chairman on 17 December 2018, and was re-designated to Executive Chairman and Executive Director on 1 August 2020. He is responsible for leading and ensuring the effectiveness of the Board, including promoting a culture of openness and debate at the Board and facilitating the effective contribution of all directors. Mr Ng has over four decades of experience in the construction industry, having started off as an apprentice construction worker in the 1970s. Mr Ng’s expertise lies in handling the operational aspects of the construction business, having been closely involved (at both his past and present companies) in all the day-to-day activities such as logistics, managing of workers and supervising at the construction sites.



TAN POH GUAN
Chief Executive Officer

Mr Tan Poh Guan (“Mr Tan”) came on board as Executive Director on 17 December 2018, and was re-designated as Chief Executive Officer on 1 July 2020. He is responsible for the overall business development and general management of the Group. Mr Tan has extensive experience in the construction business, having handled various aspects such as planning, operations, overseeing the finances and tendering for projects. He graduated from Ngee Ann Polytechnic with a Diploma in Electrical Engineering and has completed a course on Basic Concept in Construction Productivity Enhancement offered by the Building and Construction Authority (BCA) Academy. In addition to attending the BizSAFE Workshop for CEO/ Top Management, he has obtained various certifications relevant to his directorship roles (e.g. on directors’ duties and finance for directors).



AMELIA VINCENT
Lead Independent Director

Ms Amelia Vincent (“Ms Amelia”) joined our Company as an Independent Director on 15 June 2016 and was reappointed as our Lead Independent Director on 3 January 2020. She is the Chairperson of the Audit Committee and member of the Nominating Committee and Remuneration Committee. She is currently the Asia Pacific (APAC) Finance Director of Control Risk Group (S) Pte. Ltd., a consulting company. Prior to this, she was with William Grant & Sons Singapore Pte. Ltd. where she was the Head of Finance for their Global Travel Retail business and was responsible for the financial management of the global travel retail business. She was also the finance director of Diageo for their Asia Pacific Travel Retail business unit and was in charge of strategic and commercial imperatives as well as leading the accounting, control and compliance team and also a senior director at SAVVIS INC. Her strength is in partnering with business leaders to drive strategic growth. Amelia has also spent 12 years in the technology industry, where she served in various roles of accounting, finance, commercial and strategic planning. She graduated from Nanyang Technological University with a Bachelor of Accountancy (Honours) in 1996 and received her Certified Public Accountant (CPA) in 1999.

Ms Amelia is due for re-appointment as Director at the forthcoming AGM.

BOARD OF DIRECTORS



NG SER CHIANG

Independent Director

Mr Ng Ser Chiang (“Mr David”) joined our Company as an Independent Director on 15 June 2016. David is the Chairman of the Nominating Committee and member of the Audit Committee and Remuneration Committee. Currently, he is a Partner of Elitaire Law LLP, an advocates and solicitors firm in Singapore. He was previously a managing partner of Hameed & Company since February 2002 and a sole proprietor of the same company from 2004 to 2010. He graduated from the University of Wolverhampton with a Bachelor of Law in 1997 and was admitted as an advocate and solicitor of the Supreme Court of Singapore in 2000. His main area of practice is in civil and criminal litigation, corporate law as well as conveyancing. He is also a director of three other Singapore incorporated private companies.

Mr David is due for re-appointment as Director at the forthcoming AGM



ANDREW BEK

Independent Director

Mr Andrew Bek (“Mr Bek”) is our Independent Director and was appointed to our Group on 3 January 2020. Mr Bek is the Chairman of the Remuneration Committee and member of the Nominating Committee and Audit Committee. Mr Bek started his career in Arthur Andersen & Co and was there from 1988 to 1997. He later joined a manufacturing company from 1997 to 1998 overseeing the accounts and finance department. He was with Ernst & Young from 1999 to 2007. He was an Investment Director at OneEquity SG Private Limited from July 2007 to January 2020. He also serves as Independent Director of a Mainboard company listed on the SGX-ST. He formerly served as executive director of two other listed companies, both the Mainboard and Catalist board of SGX-ST.

KEY MANAGEMENT PERSONNEL

ERIC SEAN KOO KONG CHEW

Eric Sean Koo Kong Chew is the Director of W&P Precast Pte. Ltd. and W&P Precast Sdn. Bhd.. He is responsible for the overall operations, sales and administrative matters of the companies. He graduated from the University of Bradford with a Bachelor of Business & Management (Honours) and also obtained a Graduate Diploma in Marketing from the Chartered Institute of Marketing in United Kingdom (CIMUK). He is currently a grassroots leader holding a Secretary post in Jalan Besar Neighbourhood Council in Kampong Glam (JBNC).

ALOYSIUS SENG BOCK KIM

Aloysius Seng Bock Kim is the Director of Premium Concrete Pte. Ltd.

He oversees overall business activities including operation, sales, strategic planning, and administrative matters of the business with more than 10 years of experience in the construction industry.

His work experience covers the ready-mixed concrete industry as well as the asphalt premix industry. Prior to joining the Premium Concrete Pte. Ltd., he was working as a General Manager in a construction company.

He holds a Diploma in Electronic Computer Communication Engineering from Nanyang Polytechnic.

TAN JUN HAO

Tan Jun Hao is the Operations Director of PHH. He is responsible for liaising with and coordinating the work between internal and external parties in order to ensure that PHH meets all the relevant deadlines for each of its site projects. He obtained a Diploma in Management Studies from SIM University in 2010.

LAI CHOONG HON

Lai Choong Hon, had been re-designated from the role of Executive Director (since 18 January 2018) and Financial Controller of HGH Holdings Ltd to Financial Controller of the Group on 1 August 2020 and is responsible for all finance, treasury, reporting and accounting functions. He joined Engineering Manufacturing Services (S) Pte Ltd (EMS) in 2004 as the Director of Finance. Prior to this, he was the Group Financial Controller of Hong Guan Technologies (S) Pte. Ltd. and General Manager of Hong Guan Systems (S) Pte. Ltd. His stint before that was the Finance Manger of Chartered Semiconductor Manufacturing Ltd. He is a member of The Institute of Singapore Chartered Accountants (ISCA) and obtained his degree from the Chartered Institute of Management Accountants (UK) in 1990.



BOARD OF DIRECTORS

Ng Chuan Heng

Executive Chairman and Executive Director

Tan Poh Guan

Chief Executive Officer and Executive Director

Amelia Vincent

Lead Independent Director

Ng Ser Chiang

Independent Director

Andrew Bek

Independent Director

SHARE REGISTRAR

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Singapore 048624

Overseas-Chinese Banking Corporation Limited

65 Chulia Street
OCBC Centre
Singapore 049513

Maybank Singapore Limited

2 Battery Road
Maybank Tower
Singapore 049907

AUDIT COMMITTEE

Amelia Vincent (Chairman)

Ng Ser Chiang

Andrew Bek

NOMINATING COMMITTEE

Ng Ser Chiang (Chairman)

Amelia Vincent

Andrew Bek

REMUNERATION COMMITTEE

Andrew Bek (Chairman)

Amelia Vincent

Ng Ser Chiang

COMPANY SECRETARY

Thum Sook Fun

REGISTERED OFFICE

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Tel: +65 6268 7111

AUDITORS

Crowe Horwath First Trust LLP

Certified Public Accountants
9 Raffles Place
#19-20 Republic Plaza Tower 2
Singapore 048619
Date of Appointment: 21 November 2018
Partner-in-Charge: Teo Yen Lin (since financial year ended
31 December 2020)

CORPORATE GOVERNANCE REPORT

The Board of Directors (“Board”) of HGH Holdings Ltd. (the “Company”) and together with its subsidiaries, (the “Group”) continue to be committed to maintain high standards of corporate governance. Good corporate governance provides the framework for an ethical and accountable corporate environment, which will protect the interests of the Company’s shareholders and promote investors’ confidence.

This report outlines the Company’s corporate governance practices and structures in the financial year ended 31 December 2020 (“FY2020”) with specific reference made to each of the principles of the Code of Corporate Governance 2018 (the “Code”) and accompanying Practice Guidance which was last amended on 7 February 2020 (“Practice Guidance”), which forms part of the continuing obligations of the Listings Manual Section B: Rules of Catalist (“Catalist Rules”) of the Singapore Exchange Securities Trading Limited (the “SGX-ST”). The Code aims to promote high levels of corporate governance by putting forth Principles of good corporate governance and Provisions with which companies are expected to comply. The Practice Guidance complements the Code by providing guidance on the application of the Principles and Provisions and setting out best practices for companies.

Pursuant to Rule 710 of the Catalist Rules, the Board confirms that the Company and Group, have complied with the Principles as set out in the Code for FY2020. Where there are any deviations from the Provisions, the Company will explain how its practices are consistent with the intent of the relevant Principles.

BOARD MATTERS

The Board’s conduct of its affairs

Principle 1: The company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the company.

Provisions of the Code	Corporate Governance Report
1.1 Directors are fiduciaries who act objectively in the best interests of the company and hold Management accountable for performance. The Board puts in place a code of conduct and ethics, sets appropriate tone-from-the-top and desired organisational culture, and ensures proper accountability within the company. Directors facing conflicts of interest recuse themselves from discussions and decisions involving the issues of conflict.	<p>The Board is entrusted with the responsibility for the overall management of the business and corporate affairs of the Group. The Board as a whole brings a wide range of business, financial and legal experience relevant to the Group.</p> <p>The principal functions of the Board, apart from its statutory responsibilities, are to:</p> <ul style="list-style-type: none"> • set and direct the long-term vision and strategic direction of the Group; • review and approve the corporate policies, strategies, budgets and financial plans of the Company; • monitor financial performance, including approval of the half yearly financial reports of the Company; • oversee the business and affairs of the Company, establish, with the Management, the strategic and financial objectives to be implemented by the Management and monitor the performance of the Management; • approve major funding decisions, material interested party transactions and all strategic matters; • review the process of evaluating the adequacy of internal controls, risk management and compliance; • identify the key stakeholder groups and recognise how their perceptions affect the Company’s reputation; • set the Company’s values and standards (including ethical standards), and ensure that obligations to shareholders and other stakeholders are understood and met; and • consider sustainability issues (e.g. environmental and social factors) in the formulation of its strategies.

CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report
	<p>Every Director, in the course of carrying out his/her duties, acts in good faith, provides insights and considers at all times, the interests of the Company. The Board is a representation of the shareholders in the Company and is accountable to them through effective governance of the business.</p> <p>In order to address and manage conflicts of interest, Directors are required to promptly declare any actual, potential and perceived conflict of interest, in relation to a transaction or proposed transaction at a Board meeting or by written notification to the company secretary (the “Company Secretary”). In addition, the Company has in place procedures for Directors to give general notice of any interests in any corporation or firm, in order to anticipate possible conflicts of interest between the Director and the Group. This procedure is conducted upon appointment and annually, prompting Directors to update any change in interests and/or confirm its previous disclosures. Directors that are in conflict of interest with the Company, whether actual or potential, are required to recuse themselves from discussions and abstain from voting on the matter.</p>
<p>1.2 Directors understand the company’s business as well as their directorship duties (including their roles as executive, non-executive and independent directors). Directors are provided with opportunities to develop and maintain their skills and knowledge at the company’s expense. The induction, training and development provided to new and existing directors are disclosed in the company’s annual report.</p>	<p>For newly appointed Directors who do not have prior experience as a director of a public listed company in Singapore, the Company will arrange for the SGX-ST’s prescribed training courses organised by the Singapore Institute of Directors on the roles and responsibilities of a director of a listed company, or other training institutions in areas such as management, accounting, legal and industry-specific knowledge, where appropriate, in connection with their duties for the Directors. All newly appointed Directors will be given an orientation program with materials provided to help them familiarise themselves with the business and organisational structure of the Group.</p> <p>To enable the Directors to gain a better understanding of the Group’s business, the Directors are encouraged to request for further explanations, briefings or informal discussion on the Company’s operations or business with the Management. Directors are also given opportunity to visit the Group’s operational facilities and meet with management staff. Where necessary, the Directors will be updated on new legislation and/or regulations which are relevant to the Group.</p> <p>As part of their continuing education, the Directors may attend relevant training seminars or informative talks, to apprise themselves of legal, financial and other regulatory developments, at the Company’s expenses. The Directors are updated on amendments/requirements of the SGX-ST and other statutory and regulatory requirements from time to time, to enable them to make well-informed decisions and to ensure that they are competent in carrying out their expected roles and responsibilities.</p> <p>The Company is responsible for arranging and funding the training of Directors. The Company will arrange for Directors to attend seminars and receive training to improve themselves in the discharge of their duties as Directors. The Company also works closely with professionals to provide its Directors with updates in changes to relevant laws, regulations and accounting standards.</p> <p>During FY2020, the Company had arranged a dialogue session of an in-house briefing session to the Directors of the Group in relation to the Regulatory and Legal Overview of an Investigation Process to keep them abreast of the latest development.</p>

CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report
1.3 The Board decides on matters that require its approval and clearly communicates this to Management in writing. Matters requiring board approval are disclosed in the company's annual report	<p>Directors are involved in the supervision of the management of the Group's operations. The Company has internal guidelines and approval limits for operational, financial and capital expenditure requirements. Under these guidelines, the matters which specifically require the Board's decision or approval are those involving:</p> <ul style="list-style-type: none"> • corporate strategy and business plan; • investment and divestment proposals; • funding decisions of the Group; • nominations of Directors comprising the Board and appointment of key management personnel; • half year and full year financial results for announcements, the annual report and accounts; • issuance of new shares; • material acquisitions and disposal of assets; and • all matters of strategic importance.
1.4 Board committees, including Executive Committees (if any), are formed with clear written terms of reference setting out their compositions, authorities and duties, including reporting back to the Board. The names of the committee members, the terms of reference, any delegation of the Board's authority to make decisions, and a summary of each committee's activities, are disclosed in the company's annual report.	<p>In order for the Board to efficiently provide strategic oversight over the Company and discharge its responsibilities more efficiently, the Board delegates specific functions to three board committees (the "Board Committees"), namely Audit Committee ("AC"), Nominating Committee ("NC") and Remuneration Committee ("RC").</p> <p>Each Board Committee operates within clearly defined terms of reference, which includes the terms, composition, responsibilities and functional procedures of each committee. Each of these committees reports its activities regularly to the Board so that other Directors are kept updated as to the proceedings and matters discussed during such meetings. For specific agendas mandated to the Board Committees, the Board Committees will make recommendations to the Board for its approval and adoption at the Board level.</p> <p>For further information on the duties and function as well as the composition for the respective Board Committees, please refer to the various Principles in this Corporate Governance Report.</p>
1.5 Directors attend and actively participate in Board and board committee meetings. The number of such meetings and each individual director's attendances at such meetings are disclosed in the company's annual report. Directors with multiple board representations ensure that sufficient time and attention are given to the affairs of each company.	<p>The Board meets regularly on a half-yearly basis and additional ad-hoc meetings may be held where circumstances require. The Company's constitution (the "Constitution") provides for meetings of the Directors to be held via telephone-conference, video-conference or similar communication equipment. The Board also approves resolutions by way of written resolutions, which are circulated to the Board together with all relevant information regarding the proposed matter.</p>

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Provisions of the Code	Corporate Governance Report																																																										
	<p>Dates of Board and Board Committees' meetings are scheduled in advance in consultation with all of the Directors. The number of Board and Board Committee's meetings held and the record of attendance of each Director during FY2020 are set out in the table below:</p> <table><tr><th rowspan="2">Name</th><th rowspan="2">Position</th><th colspan="4">Number of meetings attended / Number of meetings held</th></tr><tr><th>Board</th><th>AC</th><th>NC</th><th>RC</th></tr><tr><td colspan="6">Current Directors</td></tr><tr><td>Ng Chuan Heng⁽¹⁾</td><td>Executive Chairman</td><td>2/2</td><td>2/2*</td><td>1/1*</td><td>1/1*</td></tr><tr><td>Tan Poh Guan⁽²⁾</td><td>Executive Director and Chief Executive Officer</td><td>2/2</td><td>2/2*</td><td>1/1*</td><td>1/1*</td></tr><tr><td>Amelia Vincent</td><td>Lead Independent Director</td><td>2/2</td><td>2/2</td><td>1/1</td><td>1/1</td></tr><tr><td>Ng Ser Chiang</td><td>Independent Director</td><td>2/2</td><td>2/2</td><td>1/1</td><td>1/1</td></tr><tr><td>Andrew Bek</td><td>Independent Director</td><td>2/2</td><td>2/2</td><td>1/1</td><td>1/1</td></tr><tr><td colspan="6">Past Director</td></tr><tr><td>Lai Choong Hon⁽³⁾</td><td>Financial Controller</td><td>1/1</td><td>1/1*</td><td>1/1*</td><td>1/1*</td></tr></table> <p>* <i>By Invitation</i></p> <p>Notes:</p> <p>⁽¹⁾ Mr Ng Chuan Heng was re-designated from Non-Executive Director to Executive Director with effect from 1 August 2020.</p> <p>⁽²⁾ Mr Tan Poh Guan was re-designated from Executive Director to Executive Director cum Chief Executive Officer with effect from 1 July 2020.</p> <p>⁽³⁾ Mr Lai Choong Hon was re-designated from Executive Director and Financial Controller to Financial Controller of the Group with effect from 1 August 2020.</p> <p>For the multiple board representation of the Company, please refer to Provision 4.5 set out below.</p>	Name	Position	Number of meetings attended / Number of meetings held				Board	AC	NC	RC	Current Directors						Ng Chuan Heng ⁽¹⁾	Executive Chairman	2/2	2/2*	1/1*	1/1*	Tan Poh Guan ⁽²⁾	Executive Director and Chief Executive Officer	2/2	2/2*	1/1*	1/1*	Amelia Vincent	Lead Independent Director	2/2	2/2	1/1	1/1	Ng Ser Chiang	Independent Director	2/2	2/2	1/1	1/1	Andrew Bek	Independent Director	2/2	2/2	1/1	1/1	Past Director						Lai Choong Hon ⁽³⁾	Financial Controller	1/1	1/1*	1/1*	1/1*
Name	Position			Number of meetings attended / Number of meetings held																																																							
		Board	AC	NC	RC																																																						
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Past Director																																																											
Lai Choong Hon ⁽³⁾	Financial Controller	1/1	1/1*	1/1*	1/1*																																																						
1.6 Management provides directors with complete, adequate and timely information prior to meetings and on an on-going basis to enable them to make informed decisions and discharge their duties and responsibilities.	<p>The Board is provided with timely, complete and adequate information prior to Board meetings and as and when the need arises. The Board is kept updated on the Group's operations and performance on an on-going basis, through board papers, resolutions in writing, electronic communications or informal discussions.</p> <p>The Company also recognises the importance of the flow of information for the Board to discharge its duties effectively.</p> <p>Prior to Board meetings involving any special business to be discussed, Management will provide detailed board papers together with related materials and background or explanatory information. This may include financial statements, budgets, forecasts and progress reports of the Group's business operations, for the Board to comprehensively understand the issues to be deliberated upon and make informed decisions thereon.</p> <p>During the Board's half year meetings, Management will provide half-year financial statements of the Group. Any material variance between the actual results and the budgets will be explained to the Board at the relevant time.</p>																																																										

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Provisions of the Code	Corporate Governance Report
1.7 Directors have separate and independent access to Management, the company secretary, and external advisers (where necessary) at the company's expense. The appointment and removal of the company secretary is a decision of the Board as a whole.	<p>The Company provides for Directors, individually or as a group, to have separate and independent access to the Management, the Company Secretary and to seek external professional advice where necessary at the expense of the Company, in the furtherance of their duties and after consultation with the Chairman of the Board.</p> <p>The role of the Company Secretary has been clearly defined which includes, <i>inter alia</i>, advising the Board on all matters regarding the proper functioning of the Board, compliance with the Constitution, the Companies Act, Chapter 50 ("Companies Act"), relevant provisions of the Securities and Futures Act and the Catalist Rules of SGX-ST. The Company Secretary also assists on governance matters from time to time, especially when there are changes to the Board composition.</p> <p>The Company Secretary facilitates information flows within the Board and between the Management and Non-Executive Directors. The Company Secretary attends all Board and Board Committees meetings and after every such meeting, minutes of meetings are circulated to Directors and Management to keep them informed of matters discussed at each meeting. In between Board meetings, the Company Secretary is responsible for the circulation of Board resolutions in writing, board papers and other information and/or documents within the Board and between Management and Non-Executive Directors, if so required.</p> <p>During FY2020, the Company Secretary has attended meetings of the Board and its committees and the minutes of such meetings were circulated to all members of the Board and Board Committees.</p> <p>The appointment and the removal of the Company Secretary are subject to the approval of the Board as a whole.</p>

Board Composition and Guidance

Principle 2: The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the company.

Provisions of the Code	Corporate Governance Report
2.1 An "independent" director is one who is independent in conduct, character and judgement, and has no relationship with the company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director's independent business judgement in the best interests of the company.	<p>The NC determines the independence of each Director annually. An independent director is one who is independent in conduct, character and judgement and has no relationship with the Company, its related corporations, its substantial shareholders or its officers that can interfere, or be reasonably perceived to interfere with the exercise of the director's independent business judgement to the best interests of the Company.</p> <p>The NC conducted its annual review of the Directors' independence and was satisfied that the Company had complied with the guidelines of the Code which provide that majority of the Board is made up of Non-Executive Directors. The Company also complies with Rule 406(3)(c) of the Catalist Rules of the SGX-ST (which will take effect from 1 January 2022) which requires independent directors to comprise at least one-third of the Board.</p> <p>The NC and the Board take into account the existence of relationships or circumstances, including those identified by the Rule 406(3)(d) of the Catalist Rules of the SGX-ST and the Practice Guidance, that are relevant in determining a director's independence.</p>

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	<p>Each Independent Director is required to complete a Director's Independence Checklist annually to confirm his independence based on the guidelines as set out in the Code. The Independent Directors must also confirm whether they consider themselves independent despite not having any relationship identified in the Code. The results of the self-assessment are then collated by the Company Secretary and reported to the Board.</p> <p>The Board, with the concurrence of the NC, has reviewed the respective confirmations and declarations of the Independent Directors, namely Ms Amelia Vincent, Mr Ng Ser Chiang and Mr Andrew Bek, and after taking into account of their respective working experience and contributions, the Board is satisfied that each of them is independent in character and judgement.</p> <p>Given their independence, respective wealth of business and working experience and professionalism in carrying out their duties, the NC had found each of Ms Amelia Vincent, Mr Ng Ser Chiang and Mr Andrew Bek suitable to continue to act as Independent Directors of the Company.</p> <p>The Board has accepted the NC's recommendation that each of Ms Amelia Vincent, Mr Ng Ser Chiang and Mr Andrew Bek be considered independent. Each of Mr Andrew Bek, Ms Amelia Vincent and Mr Ng Ser Chiang have abstained from deliberating on their respective independence. Each Independent Director has recused himself/herself in the determination of his/her own independence.</p> <p>In line with the Rule 460(3)(d)(iii) of the Catalist Rules of the SGX-ST which will take effect from 1 January 2022, all independent directors who have served the Board for an aggregate period of more than nine years will undergo the mandatory two-tier voting process at the 2021 AGM. Currently, none of the Independent Directors have served on the Board beyond nine years from the respective date of their first appointment.</p>
2.2 Independent directors make up a majority of the Board where the Chairman is not independent.	<p>Provision 2.2 of the Code requires independent directors to make up a majority of the Board where the Chairman of the Board is not independent.</p> <p>Mr Ng Chuan Heng, was re-designated from Non-Executive Chairman to be an Executive Chairman of the Company on 1 August 2020.</p> <p>Nevertheless, majority of the Board members were made up of Independent Directors in compliance with Provision 2.2 of the Code. The NC is of the view that the current Board composition is of an appropriate size, and comprise Directors who as a group, provide the appropriate balance and mix of skills, knowledge, experience, and are sufficiently diverse so as to foster constructive debate. No individual or small group of individuals dominates the Board's decision making.</p> <p>Therefore, the NC was of the view that the Board has sufficient independent element and its composition is appropriate to facilitate effective decision-making.</p>

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Provisions of the Code	Corporate Governance Report
<p>2.3 Non-executive directors make up a majority of the Board</p>	<p>As at the date of this report, the Board comprises five (5) Directors: one Executive Chairman, one Executive Director and three Independent Directors, details as follows:</p> <p>Chairman of the Board Mr Ng Chuan Heng Executive Chairman</p> <p>Executive Director Mr Tan Poh Guan Executive Director cum Chief Executive Officer</p> <p>Independent Directors Ms Amelia Vincent Lead Independent Director Mr Ng Ser Chiang Independent Director Mr Andrew Bek Independent Director</p> <p>The Company has complied with Provision 2.3 as majority of the Board members are Non-Executive Directors.</p>
<p>2.4 The Board and board committees are of an appropriate size, and comprise directors who as a group provide the appropriate balance and mix of skills, knowledge, experience, and other aspects of diversity such as gender and age, so as to avoid groupthink and foster constructive debate. The board diversity policy and progress made towards implementing the board diversity policy, including objectives, are disclosed in the company's annual report.</p>	<p>The Board, through the NC, has examined its size (taking into account the scope and nature of the operations of the Company and recommendations in the Code) and is of the view that its current Board size of five Directors is an appropriate size for effective decision-making. The NC is of the view that no individual or small group of individuals dominates the Board's decision-making process.</p> <p>In making its recommendation to the Board for the appointment of new Directors, the NC takes into account factors such as diversity includes gender and age, knowledge and experience of directors, complementary skills, core competencies and experience within the Board and the balance of Executive Directors and Independent Directors.</p> <p>However, the Group does not have any written policy on Board Diversity as the Group is committed to provide fair and equal opportunities and nurturing diversity within the Group.</p> <p>Nevertheless, the NC has considered the diversity of the Board and is of the view that there is adequate relevant competence on the part of the Directors, who, as a group, carry an appropriate mix of diversity of skills and experience in accounting, finance, business, management, industry knowledge and strategic planning aspects including gender and age. Details of the Board members' qualifications and experience are set out in pages 8 to 9 under the "Board of Directors" section of this Annual Report.</p> <p>The Board believes that the practices adopted above are consistent with the intent of Provision 2.4 of the Code.</p> <p>As of now, the Board has one female Director, representing 20% of the total Board membership.</p>

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Provisions of the Code	Corporate Governance Report
2.5 Non-executive directors and/or independent directors, led by the independent Chairman or other independent director as appropriate, meet regularly without the presence of Management. The chairman of such meetings provides feedback to the Board and/or Chairman as appropriate.	<p>The Independent Directors will constructively challenge and assist in the development of proposals on strategy and assist the Board in reviewing the performance of Management in meeting agreed goals and objectives and monitor the reporting of performance. Their views and opinions will provide alternative perspectives to the Group's business. When challenging the Management proposals or decisions, they bring independent judgment to bear on business activities and transactions involving conflicts of interest and other complexities.</p> <p>When necessary, the Independent Directors will have discussions among themselves without the presence of Management and provide feedback to the Board and Management after such meetings, where appropriate.</p>

Chairman and Chief Executive Officer

Principle 3: There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.

Provisions of the Code	Corporate Governance Report
3.1 The Chairman and the Chief Executive Officer ("CEO") are separate persons to ensure an appropriate balance of power, increased accountability, and greater capacity of the Board for independent decision making.	<p>Presently, Mr Ng Chuan Heng is the Executive Chairman of the Board and Mr Tan Poh Guan is the Executive Director cum CEO of the Company. The Chairman and the CEO are separate persons and are not related, which allows for greater balance of power, accountability and capacity for independent decision making.</p> <p>The Board is of the view that there is a strong independent element on the Board to enable exercise of objective judgment of corporate affairs of the Group by members of the Board, taking into account factors such as the number of Independent Directors on the Board, as well as the size and scope of the Group's affairs and operations.</p>
3.2 The Board establishes and sets out in writing the division of responsibilities between the Chairman and the CEO	<p>Mr Ng Chuan Heng, was appointed as Non-Executive Chairman on 17 December 2018 and was subsequently re-designated as Executive Chairman on 1 August 2020. His responsibilities include managing the overall business development, operations, business expansion, exploring new business opportunities and general management of the Group.</p> <p>Prior to each Board meeting, the Chairman, in consultation with the Management and the Company Secretary, sets the agenda for the meeting and ensures that Board members are provided with adequate and timely information. As a general rule, board papers are sent to Directors in advance in order for Directors to be adequately prepared for the meetings. The Chairman leads the meetings and ensures full discussion of each agenda. He also ensures that Board members are able to engage Management in constructive debate on various matters including strategic issues. Members of the Management team with proposals or who can provide insights into the discussion matters are invited to participate in the meetings.</p> <p>At each general meeting of shareholders, the Chairman plays a pivotal role in fostering constructive dialogue between the shareholders, the Board and the Management.</p> <p>The CEO's responsibilities, in addition to setting the strategic direction, expansion plans and business development, include managing the day-to-day business activities of the Group, executing the strategies and policies approved by the Board, reporting to the Board on the performance of the Group, providing guidance to the Group's employees, and encouraging constructive relations between the Management and the Board.</p>

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3.3 The Board has a lead independent director to provide leadership in situations where the Chairman is conflicted, and especially when the Chairman is not independent. The lead independent director is available to shareholders where they have concerns and for which contact through the normal channels of communication with the Chairman or Management are inappropriate or inadequate.	<p>The Code encourages the appointment of a lead independent director to lead and coordinate the activities of non-executive directors in circumstances where it will be inappropriate for the Chairman to serve in such capacity.</p> <p>Ms Amelia Vincent was re-designated as Lead Independent Director on 3 January 2020 and she is available to Shareholders when they have concerns and for which contact through the normal channels of the Executive Chairman or Management has failed to resolve or is inappropriate.</p>

Board Membership

Principle 4: The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.

Provisions of the Code	Corporate Governance Report						
<p>4.1 The Board establishes a Nominating Committee ("NC") to make recommendations to the Board on relevant matters relating to:</p> <p>(a) the review of succession plans for directors, in particular the appointment and/or replacement of the Chairman, the CEO and key management personnel;</p> <p>(b) the process and criteria for evaluation of the performance of the Board its board committees and directors;</p> <p>(c) the review of training and professional development programme for the Board and its directors; and</p> <p>(d) the appointment and re-appointment of directors (including alternate directors, if any).</p>	<p>As at the date of this report, the NC comprises the following members, all of whom are Independent Directors:</p> <table> <tr> <td>Ng Ser Chiang</td><td>Chairman</td></tr> <tr> <td>Amelia Vincent</td><td>Member</td></tr> <tr> <td>Andrew Bek</td><td>Member</td></tr> </table> <p>The NC is guided by its written terms of reference which stipulates its principal roles as follows:</p> <ul style="list-style-type: none"> to review nominations for the appointment and re-appointment to the Board and the various committees, having regard to the Director's competencies, commitment, contribution and performance (for example, attendance, preparedness, participation and candour) including as an Independent Director; to decide on how the Board's performance may be evaluated, and propose objective performance criteria to assess effectiveness of the Board as a whole and its Board Committees, and the contribution of each individual Director; to decide, where a Director has multiple board representations and other principal commitments, whether the Director is able to and has been adequately carrying out his duties as Director of the Company; to ensure that all Directors submit themselves for re-nomination and re-election at regular intervals and at least once every three years; to determine on an annual basis whether or not a Director is independent; to review of Board succession plans for Directors; and to review of training and professional development programmes for the Board. 	Ng Ser Chiang	Chairman	Amelia Vincent	Member	Andrew Bek	Member
Ng Ser Chiang	Chairman						
Amelia Vincent	Member						
Andrew Bek	Member						

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Provisions of the Code	Corporate Governance Report
	<p>In discharging its key responsibilities, the activities of the NC in FY2020 include reviewing the following:</p> <ul style="list-style-type: none"> i) the independence of Directors, particularly those who have served more than nine years; ii) the size of the Board and its composition; iii) the commitment of Directors serving on multiple boards; iv) the performance of the Board as a whole; v) the contribution by each individual Director to the effectiveness of the Board; vi) the Directors' continued training and professional development; vii) the disclosure of Board matters in the Annual Report; and viii) Board succession and renewal plans. <p>The Board provides for appointment of alternate Director only in exceptional cases such as when a Director has a medical emergency. Currently, there is no alternate Director on the Board.</p>
<p>4.2 The NC comprises at least three directors, the majority of whom, including the NC Chairman, are independent. The lead independent director, if any, is a member of the NC.</p>	<p>Please refer to Provision 4.1 above on the name of the members and composition of the NC.</p> <p>The NC currently comprises of three (3) Independent Directors, where Ms Amelia Vincent, the Lead Independent Director of the Company, is one of the members of the NC.</p>
<p>4.3 The company discloses the process for the selection, appointment and re-appointment of directors to the Board, including the criteria used to identify and evaluate potential new directors and channels used in searching for appropriate candidates in the company's annual report.</p>	<p>The NC is responsible for recommending identified candidates to the Board to fill vacancies arising from resignation, retirement or any other reasons or if there is a need to appoint additional Directors with the required skill or knowledge to the Board in order to fill any identified competency gap in the Board. The potential candidate may be proposed by existing Directors, substantial shareholders, Management or through third party referrals. Subsequent to the review of their curriculum vitae, qualifications and experience and expertise, selected candidates will be recommended to the Board for approval.</p> <p>The NC also ensures compliance with the provisions of the Constitution which stipulates that at each annual general meeting ("AGM"), one-third of the directors shall retire from office by rotation at least once every three years. The Constitution also stipulates that new directors appointed by the Board without shareholders' approval shall be re-elected at the next AGM following their appointment. In recommending a Director for re-appointment to the Board, the NC considers each of their contribution and performance of duties, including attendance and participation at Board and Board Committees' meetings and the time and efforts accorded to the Group's business and affairs.</p> <p>Each NC member will abstain from voting on any resolution in respect of the assessment of his/her performance and contribution for re-nomination as a Director of the Company.</p>

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	<p>Regulation 107 of the Company’s Constitution requires one-third of the Directors to retire from office at each AGM of the Company and all Directors to retire from office at least once every three years.</p> <p>The date of first appointment and last re-appointment for each of the Directors are set out below:</p> <table><tr><th>Name</th><th>Date of initial appointment</th><th>Date of last re-appointment</th></tr><tr><td>Andrew Bek</td><td>3 January 2020</td><td>4 June 2020</td></tr><tr><td>Ng Chuan Heng</td><td>17 December 2018</td><td>4 June 2020</td></tr><tr><td>Tan Poh Guan</td><td>17 December 2018</td><td>4 June 2020</td></tr><tr><td>Amelia Vincent</td><td>15 June 2016</td><td>29 April 2019</td></tr><tr><td>Ng Ser Chiang</td><td>15 June 2016</td><td>29 April 2019</td></tr></table> <p>Mr Ng Ser Chiang and Ms Amelia Vincent, comprising one-third of the Directors will be retiring and will be submitting themselves for re-election at the forthcoming AGM pursuant to the Regulation 107 of the Company’s Constitution.</p> <p>After assessing their past/existing contributions and performance, the NC has recommended, with the concurrence of the Board, that the abovementioned two directors be re-elected as Directors of the Company.</p>	Name	Date of initial appointment	Date of last re-appointment	Andrew Bek	3 January 2020	4 June 2020	Ng Chuan Heng	17 December 2018	4 June 2020	Tan Poh Guan	17 December 2018	4 June 2020	Amelia Vincent	15 June 2016	29 April 2019	Ng Ser Chiang	15 June 2016	29 April 2019
Name	Date of initial appointment	Date of last re-appointment																	
Andrew Bek	3 January 2020	4 June 2020																	
Ng Chuan Heng	17 December 2018	4 June 2020																	
Tan Poh Guan	17 December 2018	4 June 2020																	
Amelia Vincent	15 June 2016	29 April 2019																	
Ng Ser Chiang	15 June 2016	29 April 2019																	
4.4 The NC determines annually, and as and when circumstances require, if a director is independent, having regard to the circumstances set forth in Provision 2.1. Directors disclose their relationships with the company, its related corporations, its substantial shareholders or its officers, if any, which may affect their independence, to the Board. If the Board, having taken into account the views of the NC, determines that such directors are independent notwithstanding the existence of such relationships, the company discloses the relationships and its reasons in its annual report.	Each Independent Director of the Company will confirm his/her independence (or otherwise) based on a checklist annually. The checklist is drawn up based on the guidelines provided under the Code. In FY2020, the NC has reviewed the independence of the Independent Directors, having regard to the circumstances set forth in Provision 2.1 of the Code, its Practice Guidance and the Catalist Rules of the SGX-ST. Details of the review process are set out under Provision 2.1 of this report. The NC is also committed to reassess the independence of each Independent Director as and when warranted.																		

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Provisions of the Code	Corporate Governance Report
4.5 The NC ensures that new directors are aware of their duties and obligations. The NC also decides if a director is able to and has been adequately carrying out his or her duties as a director of the company. The company discloses in its annual report the listed company directorships and principal commitments of each director, and where a director holds a significant number of such directorships and commitments, it provides the NC's and Board's reasoned assessment of the ability of the director to diligently discharge his or her duties	<p>When a Director has multiple board representations and other principal commitments, the NC considers whether or not the Director is able to and has adequately carried out his/her duties as a Director of the Company. The NC has determined that as a general rule, the maximum listed company board representation that an Independent Director can hold, whether the company is listed in Singapore or elsewhere, is five (5) or any other number as determined by the NC on a case-by-case basis.</p> <p>As at the date of this report, none of the Directors hold more than five (5) listed company board representations. The NC is of the opinion that the multiple board representations held by Directors of the Company do not impede their performance in carrying out their duties to the Company. The NC is satisfied that the respective Directors have been carrying out their duties appropriately.</p> <p>Please refer to pages 8 to 9 under the "Board of Directors" section of the Annual Report for the listed company directorships and other principal commitments of the Directors.</p>

Board Performance

Principle 5: The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its board committees and individual directors.

Provisions of the Code	Corporate Governance Report
5.1 The NC recommends for the Board's approval the objective performance criteria and process for the evaluation of the effectiveness of the Board as a whole, and of each board committee separately, as well as the contribution by the Chairman and each individual director to the Board.	<p>The Board has adopted the process and objective performance criteria proposed by the NC, to implement an annual assessment of the effectiveness of the Board as a whole and its Board Committees and the contribution by each individual Director to the effectiveness of the Board.</p> <p>The assessment is generally conducted by requesting each individual Director to complete evaluation questionnaires. Each individual Director completes an evaluation questionnaire assessing the Board as a whole and the individual Directors as well as the Chairman. In addition, Directors who are also Board Committee members are required to complete the relevant evaluation questionnaire for each committee that they are a member of. The Chairman of the NC collates the results of these evaluation forms and discusses the results collectively with other NC members to address any areas for improvement and, where appropriate, obtain approval from the Board for implementation.</p> <p>For FY2020, all Directors were requested to complete a Board performance checklist including individual Director Peer Performance and the Chairman which assessed the effectiveness of the Board, the Directors and the Board Chairman. In addition, each Director was also requested to complete a Board Committees' performance checklist which assessed the performance of the respective Board Committees. The Board performance checklist included assessment criteria such as the size of the Board; the degree of independence of the Board; information flow from management; and adequacy of the Board and Board Committees' meetings held to enable proper consideration of issues.</p> <p>The findings of such performance evaluation exercise were analysed with a view to further enhance the effectiveness of the Board. This evaluation exercise provides an opportunity to obtain feedback from each Director on whether the Board's procedures and processes have allowed him/her to discharge his/her duties and to propose changes to enhance Board's effectiveness.</p>

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Provisions of the Code	Corporate Governance Report
	<p>To ensure confidentiality, completed evaluation forms by all Directors were submitted to the Company Secretary for collation. The results of the performance evaluation were presented first to the NC for review and discussion and then to the Board. The Board was satisfied with the results of the annual evaluation assessment for FY2020.</p>
<p>5.2 The company discloses in its annual report how the assessments of the Board, its board committees and each director have been conducted, including the identity of any external facilitator and its connection, if any, with the company or any of its directors.</p>	<p>The NC decides on how the Board's performance is to be evaluated and proposes objective performance criteria, subject to the Board's approval, which addresses the level of participation, attendance at Board and Board committees' meetings, the individual Director's functional expertise, and how the Board has enhanced long-term shareholders' value.</p> <p>The performance criteria approved by the Board addresses how the Board has enhanced long term shareholders value, and are not changed from year to year. If circumstances deem it necessary for any of the criteria to be changed, the Board will have to propose the changes and justify its decisions.</p> <p>The Board evaluation criteria carried out for FY2020 covers the following areas:-</p> <ul style="list-style-type: none"> i) Board size and composition; ii) Board independence; iii) Board process; iv) Board information and accountability; and v) Standard of Conduct <p>The evaluation of the Chairman by all the Board members and the results are reviewed by the Board. The assessment of the Chairman based on his ability and duties, facilitate open communication and discussion and decision making as well his knowledge and ethics.</p> <p>Individual Director evaluation is evaluated annually by every one of the Director of the Company. Some of the factors are taken into consideration include the value of contribution to the strategy, attendance and availability at board meetings, interactive skills, industry knowledge and its experience.</p> <p>The NC has reviewed the overall performance of the Board and Board Committees in terms of their role and responsibilities and the conduct of their affairs, based on the performance evaluation exercise carried out for FY2020.</p> <p>Through the evaluation exercise and assessment of each Director's contribution, the NC is of the view that the performance of the Board as a whole and its Board Committees and the contribution by each Director to the effectiveness of the Board has been satisfactory.</p> <p>Each member of the NC shall abstain from voting on any resolution in respect of the assessment of his/her performance or re-nomination as a Director.</p> <p>In FY2020, the Board did not engage an independent external consultant to facilitate the annual review of the performance of the Board and the Board Committees.</p>

CORPORATE GOVERNANCE REPORT

REMUNERATION MATTERS

Procedures for Developing Remuneration Policies

Principle 6: The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his or her own remuneration.

Provisions of the Code	Corporate Governance Report						
<p>6.1 The Board established a Remuneration Committee ("RC") to review and make recommendations to the Board on:</p> <p>(a) a framework of remuneration for the Board and key management personnel; and</p> <p>(b) the specific remuneration packages for each director as well as for the key management personnel.</p>	<p>As at the date of this report, the RC comprises entirely Independent Directors and the members of the RC are:</p> <table> <tr> <td>Andrew Bek</td><td>Chairman</td></tr> <tr> <td>Amelia Vincent</td><td>Member</td></tr> <tr> <td>Ng Ser Chiang</td><td>Member</td></tr> </table> <p>The RC is guided by its written terms of reference, which stipulates its principal responsibilities as follows:</p> <ul style="list-style-type: none"> • to recommend to the Board a general framework of remuneration for Board members and key management personnel; • to determine specific remuneration packages for each Director as well as for the key management personnel. The RC's recommendations are submitted for endorsement by the entire Board. All aspects of remuneration, including but not limited to Directors' and senior management's fees, salaries, allowances, bonuses, options, share-based incentives, awards and benefits in kind are covered by the RC; • to determine the appropriateness of the remuneration of Non-Executive Directors taking into account factors such as effort and time spent, and their responsibilities; • to review and recommend to the Board the terms of renewal of the service agreements of Executive Directors; • to consider the disclosure requirements for Directors' and key executives' remuneration as required by the SGX-ST; • to review and recommend the level and structure of remuneration to align with the long-term interest and risk policies of the Company in order to attract, retain and motivate the Directors and key management personnel; • to review the Company's obligations arising in the event of termination of the employment of Directors and key management personnel; and • to carry out such other duties as may be agreed to by the RC and the Board. <p>The RC is established for the purpose of ensuring that there is a formal and transparent procedure for fixing the remuneration packages of individual Directors and key management personnel. The overriding principle is that no Director should be involved in deciding his/her own remuneration.</p> <p>The RC recommends to the Board for endorsement, a framework of compensation that covers aspects of remuneration including Directors' fees, salaries, allowances, bonuses, benefits-in-kind and specific remuneration packages for the Board and key management personnel to ensure that the structure is competitive and sufficient to attract, retain and motivate senior management to run the Company successfully in order to maximise Shareholder value.</p> <p>No Director is involved in deciding his/her own remuneration. Independent Directors are paid Directors' fees annually on a standard fee basis.</p>	Andrew Bek	Chairman	Amelia Vincent	Member	Ng Ser Chiang	Member
Andrew Bek	Chairman						
Amelia Vincent	Member						
Ng Ser Chiang	Member						

CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report
6.2 The RC comprises at least three directors. All members of the RC are non-executive directors, the majority of whom, including the RC Chairman, are independent.	Please refer to Provision 6.1 above on the name of the members and composition of the RC.
6.3 The RC considers all aspects of remuneration, including termination terms, to ensure they are fair.	In reviewing the service agreements of the Executive Director and key management personnel of the Company, the RC will review the Company's obligations arising in the event of termination of these service agreements, to ensure that such service agreements contain fair and reasonable termination clauses which are not overly generous. The RC aims to be fair and avoid rewarding poor performance.
6.4 The company discloses the engagement of any remuneration consultants and their independence in the company's annual report	<p>In reviewing the remuneration packages, the RC takes into account the current market circumstances and the need to attract and retain Directors of experience and good standing. The RC has full authority to obtain external professional advice on matters relating to remuneration should the need arise.</p> <p>During FY2020, the RC did not require the services of an external remuneration consultant. Nevertheless, the RC has explicit authority to investigate any matter within its terms of reference and to seek external expert advice should such need arise, at the Company's expense.</p>

Level and Mix of Remuneration

Principle 7: The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the company, taking into account the strategic objectives of the Company.

Provisions of the Code	Corporate Governance Report
7.1 A significant and appropriate proportion of executive directors' and key management personnel's remuneration is structured so as to link rewards to corporate and individual performance. Performance-related remuneration is aligned with the interests of shareholders and other stakeholders and promotes the long-term success of the company	<p>The Company's remuneration policy is one that seeks to attract, retain and motivate talent to achieve the Company's business vision and create sustainable value for its stakeholders.</p> <p>In setting remuneration packages, the RC ensures that the Executive Director and key management personnel are adequately but not excessively remunerated as compared to the industry and comparable companies.</p> <p>The Company has a remuneration policy which comprises of a fixed component and a variable component. The fixed component comprises of basic salary, transport allowance and director's fees (if applicable), and the variable component comprises of bonuses and other benefits that are linked to the performance of the Company and the individual.</p> <p>The remuneration packages of the Executive Director and key management personnel are reviewed by the RC to ensure that their interests are aligned with the interests of the shareholders and to ensure that the remuneration is commensurate with their performance and the performance of the Company.</p>

CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report
7.2 The remuneration of non-executive directors is appropriate to the level of contribution, taking into account factors such as effort, time spent, and responsibilities.	<p>The RC takes into consideration the level of contribution, effort and time spent, and scope of responsibilities in determining the remuneration of Non-Executive Directors.</p> <p>Each of the Non-Executive Directors are entitled to Director's fees, subject to review by the RC and the Board at the Board meeting and approval by the shareholders at each AGM. The Non-Executive Directors shall abstain from reviewing and approving his/her own Director's fees.</p> <p>Save for the Director's fees as disclosed, Ms Amelia Vincent, Mr Ng Ser Chiang and Mr Andrew Bek do not receive any other remuneration from the Company.</p>
7.3 Remuneration is appropriate to attract, retain and motivate the directors to provide good stewardship of the company and key management personnel to successfully manage the company for the long term.	<p>As at the date of this report, the Company does not use contractual provisions to allow the Group to reclaim incentive components of remuneration from Executive Director and key management personnel in exceptional circumstances of misstatement of financial results, or misconduct resulting in financial loss to the Company. The Executive Directors owe fiduciary duties to the Company and the Company should be able to avail itself to remedies against the Executive Director in the event of such breach of fiduciary duties.</p> <p>The Company had no long-term incentive schemes in place during FY2020.</p>

Disclosure on Remuneration

Principle 8: The company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.

Provisions of the Code	Corporate Governance Report
<p>8.1 The company disclose in its annual report the policy and criteria for setting remuneration, as well as names, amounts and breakdown of remuneration of:</p> <p>(a) each individual director and the CEO; and</p> <p>(b) at least the top five key management personnel (who are not directors or the CEO) in bands no wider than S\$250,000 and in aggregate the total remuneration paid to these key management personnel</p>	<p>The RC recommends to the Board a framework of remuneration for the Directors and key management personnel taking into account employment conditions within the industry and the Group's performance to ensure that the package is competitive and sufficient to attract, retain and motivate them to run the Group successfully in order to maximise shareholders' value. Each of the RC member shall abstain from the decision-making process concerning his/her own remuneration.</p> <p>The Company advocates a performance-based remuneration system for Executive Director and key management personnel that is flexible and responsive to the market, comprising a base salary and other fixed allowances, as well as variable performance bonus which is based on the Group's performance and the individual's performance, such as management skills, process skills, people skills and business planning skills. This is designed to align remuneration with the interests of shareholders and link rewards to corporate and individual performance so as to promote the long-term sustainability of the Group.</p>

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Provisions of the Code	Corporate Governance Report																																																																																								
	<p>In view of the above, the Company has chosen to make disclosure in relation thereto in bands of S\$250,000 with a breakdown in percentage. The Company is of the view that such disclosures would provide adequate information on the remuneration policies and practice of the Group while maintaining the confidentiality of the Directors’ remuneration matters.</p> <p>Remuneration of Directors in FY2020</p> <table><tr><th>Name</th><th>Base Salary</th><th>Bonus</th><th>Director’s Fees</th><th>Others</th><th>Total</th></tr><tr><td colspan="6">Above S\$500,000 and below S\$750,000</td></tr><tr><td>Ng Chuan Heng⁽¹⁾</td><td>38%</td><td>–</td><td>–</td><td>62%</td><td>100%</td></tr><tr><td>Tan Poh Guan⁽²⁾</td><td>92%</td><td>–</td><td>–</td><td>8%</td><td>100%</td></tr><tr><td colspan="6">Below S\$250,000</td></tr><tr><td>Amelia Vincent</td><td>–</td><td>–</td><td>100%</td><td>–</td><td>100%</td></tr><tr><td>Ng Ser Chiang</td><td>–</td><td>–</td><td>100%</td><td>–</td><td>100%</td></tr><tr><td>Andrew Bek</td><td>–</td><td>–</td><td>100%</td><td>–</td><td>100%</td></tr></table> <p>Remuneration of Key Management Personnel in FY2020</p> <table><tr><th>Name</th><th>Base Salary</th><th>Bonus</th><th>Others</th><th>Total</th></tr><tr><td colspan="5">S\$250,000 to S\$500,000</td></tr><tr><td>Lai Choong Hon⁽³⁾</td><td>64%</td><td>20%</td><td>16%</td><td>100%</td></tr><tr><td>Tan Jun Hao</td><td>95%</td><td>–</td><td>5%</td><td>100%</td></tr><tr><td colspan="5">Below S\$250,000</td></tr><tr><td>Chua Kim Hua⁽⁴⁾</td><td>71%</td><td>–</td><td>29%</td><td>100%</td></tr><tr><td>Eric Sean Koo Kong Chew</td><td>80%</td><td>11%</td><td>9%</td><td>100%</td></tr><tr><td>Seng Bock Kim, Aloysius⁽⁵⁾</td><td>76%</td><td>–</td><td>24%</td><td>100%</td></tr></table> <p>Note:</p> <p>(1) Ng Chuan Heng was re-designated from Non-Executive Director to Executive Director with effect from 1 August 2020.</p> <p>(2) Tan Poh Guan was re-designated from Executive Director to Executive Director cum CEO with effect from 1 July 2020.</p> <p>(3) Lai Choong Hon was re-designated from Executive Director and Financial Controller to Financial Controller of the Group with effect from 1 August 2020.</p> <p>(4) Chua Kim Hua resigned as Director of the Group’s wholly-owned subsidiary, Premium Concrete Pte. Ltd. (f.k.a. W & P Corporation Pte. Ltd.) with effect from 28 August 2020.</p> <p>(5) Seng Bok Kim, Aloysius was appointed as Director of the Group’s wholly-owned subsidiary, Premium Concrete Pte. Ltd. (f.k.a. W & P Corporation Pte. Ltd.) with effect from 10 November 2020.</p> <p>The aggregate remuneration paid to key management personnel (who are not Directors or CEO) for FY2020 was approximately S\$886,168.</p>	Name	Base Salary	Bonus	Director’s Fees	Others	Total	Above S\$500,000 and below S\$750,000						Ng Chuan Heng ⁽¹⁾	38%	–	–	62%	100%	Tan Poh Guan ⁽²⁾	92%	–	–	8%	100%	Below S\$250,000						Amelia Vincent	–	–	100%	–	100%	Ng Ser Chiang	–	–	100%	–	100%	Andrew Bek	–	–	100%	–	100%	Name	Base Salary	Bonus	Others	Total	S\$250,000 to S\$500,000					Lai Choong Hon ⁽³⁾	64%	20%	16%	100%	Tan Jun Hao	95%	–	5%	100%	Below S\$250,000					Chua Kim Hua ⁽⁴⁾	71%	–	29%	100%	Eric Sean Koo Kong Chew	80%	11%	9%	100%	Seng Bock Kim, Aloysius ⁽⁵⁾	76%	–	24%	100%
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CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report
	<p>There are no termination, retirement or post-employment benefits that are granted to the Directors and the key management personnel of the Group.</p> <p>The Board is of the view that full disclosure of the specific remuneration of each individual Director and key management personnel is not in the best interests of the Company, taking into account the sensitive nature of the subject, the competitive business environment the Group operates in and the potential negative impact such disclosure will have on the Group.</p>
<p>8.2 The company discloses the names and remuneration of employees who are substantial shareholders of the company, or are immediate family members of a director, the CEO or a substantial shareholder of the company, and whose remuneration exceeds S\$100,000 during the year, in bands no wider than S\$100,000, in its annual report. The disclosure states clearly the employee's relationship with the relevant director or the CEO or substantial shareholder.</p>	<p>Save for Mr Tan Jun Hao and Mr Tan Poh Guan (Executive Director cum CEO) who are relatives, there were no employees who are the substantial shareholders of the Company, or are immediate family members of a director, the CEO or a substantial shareholder of the Company whose remuneration exceeded S\$100,000 during FY2020.</p>
<p>8.3 The company discloses in its annual report all forms of remuneration and other payments and benefits, paid by the company and its subsidiaries to directors and key management personnel of the company. It also discloses details of employee share schemes.</p>	<p>Please refer to the Provision 8.1 on Remuneration of Directors and key management personnel above.</p> <p>Currently, the Company do not implement any employee share scheme.</p>

CORPORATE GOVERNANCE REPORT

ACCOUNTABILITY AND AUDIT

Risk Management and Internal Controls

Principle 9: The Board is responsible for the governance of risk and ensure that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the Company and its shareholders.

Provisions of the Code	Corporate Governance Report
9.1 The Board determines the nature and extent of the significant risks which the company is willing to take in achieving its strategic objectives and value creation. The Board sets up a Board Risk Committee to specifically address this, if appropriate.	<p>The Board as a whole is responsible for risk management and no separate risk committee has been established. The Management regularly reviews the Company's business and operational activities and control policies and procedures, and highlights areas of significant risks to the Board. The Board then determines the Company's levels of risk tolerance and risk policies, and oversees the Management in the design, implementation and monitoring of the Group's risk management and internal control systems.</p> <p>The Group has also considered the various financial risks, details of which are disclosed in the notes to the accompanying audited financial statements. The Group's internal controls and systems are designed to provide reasonable assurance as to the integrity and reliability of the financial information and to safeguard and maintain accountability of its assets. Procedures are in place to identify major business risks and evaluate potential financial consequences, as well as for the authorisation of capital expenditures and investments. Comprehensive budgeting systems are in place to develop annual budgets covering key aspects of the business of the Group. Actual performance is compared against budgets and periodical revised forecasts for the year.</p> <p>The Board, together with the AC, reviews annually the adequacy and effectiveness of the Company's risk management and internal control systems, including financial, operational, compliance and information technology controls. Such review is carried out internally and with the assistance of the internal and external auditors. Any material non-compliance or lapses in internal controls, together with recommendations for improvement from the internal and external auditors are reported to the AC. The AC reviews the internal and external auditor's comments to ensure that there are adequate internal controls in the Group.</p> <p>The Board, with the concurrence of the AC, is satisfied with the adequacy and effectiveness of the Group's internal controls addressing financial, operational, compliance, information technology controls and risk management to which the Group is exposed in its current business environment as at 31 December 2020.</p> <p>No material internal control weaknesses had been raised by the internal auditors in the course of their audits for FY2020. This is based on the internal controls established and maintained by the Group, work performed by the internal and external auditors and reviews performed by Management and the Board.</p>

CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report
<p>9.2 The Board requires and discloses in the company's annual report that it has received assurance from:</p> <p>(a) the CEO and the Chief Financial Officer ("CFO") that the financial records have been properly maintained and the financial statements give a true and fair view of the company's operations and finances; and</p> <p>(b) the CEO and other key management personnel who are responsible, regarding the adequacy and effectiveness of the company's risk management and internal control systems</p>	<p>In FY2020, based on the management representation, enquiries made thereof and in accordance with the requirements of the Catalist Rules of the SGX-ST, the Board issued negative assurance statements in its half-yearly financial results announcements, confirming to the best of its knowledge that nothing had come to the attention of the Board which might render the financial statements false or misleading in any material aspect.</p> <p>The CEO and the Financial Controller of the Group have given assurance to the Board that as at the end of FY2020,</p> <p>(a) the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances; and</p> <p>(b) the Group's risk management and internal control systems are adequate and effective.</p> <p>Based on the assurance from the CEO and Financial Controller referred to in the preceding paragraph, the various internal controls put in place by the Group, the work performed and reports submitted by the external and internal auditors of the Group and the reviews carried out by the Board and the AC, the Board, with the concurrence of the AC, is satisfied with the adequacy and effectiveness of the Group's the risk management and internal control systems (including financial, operational, compliance and information technology controls and risk management systems) as at 31 December 2020.</p>

Audit Committee

Principle 10: The Board has an Audit Committee ("AC") which discharges its duties objectively.

Provisions of the Code	Corporate Governance Report
<p>10.1 The duties of the AC include:</p> <p>(a) reviewing the significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the company and any announcements relating to the company's financial performance;</p> <p>(b) reviewing at least annually the adequacy and effectiveness of the company's internal controls and risk management systems;</p> <p>(c) reviewing the assurance from the CEO and the CFO on the financial records and financial statements;</p>	<p>The AC is authorised to investigate any matter falling within its written terms of reference and has full access to and co-operation of the Management. The AC has full discretion to invite any Director or key management personnel to attend its meetings, as well as reasonable resources to enable it to discharge its functions properly. In performing its functions, the AC also reviews the assistance given by the Company's officers to the external auditors and internal auditors.</p> <p>Further to the above, the AC has an explicit authority to investigate any matter within its terms of reference and is authorised to obtain independent professional advice. It has full access to and co-operation of the Management and reasonable resources to enable it to discharge its duties properly. It also has full discretion to invite any Director or executive officer or any other person to attend its meetings.</p> <p>In the event that a member of the AC is interested in any matter being considered by the AC, he/she shall abstain from reviewing that particular transaction or voting on that particular resolution.</p>

CORPORATE GOVERNANCE REPORT

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<p>(d) making recommendations to the Board on: (i) the proposals to the shareholders on the appointment and removal of external auditors; and (ii) the remuneration and terms of engagement of the external auditors;</p> <p>(e) reviewing the adequacy, effectiveness, independence, scope and results of the external audit and the company's internal audit function; and</p> <p>(f) reviewing the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on. The company publicly discloses, and clearly communicates to employees, the existence of a whistle-blowing policy and procedures for raising such concerns.</p>	<p>The AC is regulated under its written terms of reference. The principal functions of the AC include:</p> <ul style="list-style-type: none"> • reviewing the adequacy and effectiveness of the Group's internal controls, including financial, operational, compliance and information technology controls and reporting to the Board annually; • reviewing the adequacy and effectiveness of the internal audit function; • reviewing the internal and external auditors' annual audit plan; • reviewing the internal and external auditors' reports and the independence and objectivity of the external auditors; • reviewing the co-operation given by the Company's officers to the internal and external auditors; • ensuring the integrity of the financial statements of the Group before submission to the Board for approval of release of the results announcement on SGXNet; • nominating external auditors for appointment and re-appointment and approving the remuneration and terms of engagement of the external auditors; • meeting with the internal auditors and external auditors without the presence of the management at least once a year; • reviewing internal control procedures; and • reviewing and ratify all interested person transactions, if any, to ensure that they comply with the approved internal control procedures and have been conducted on an arm's length basis. <p>In addition to the activities undertaken to fulfil its responsibilities, the AC is kept abreast by the Management, the external auditors and the internal auditors on changes to the accounting standards, stock exchange rules and other codes and regulations which could have an impact on the Group's business and financial statements.</p> <p>Activities of the AC</p> <p>The AC met twice in FY2020. Details of the members' attendance at the meetings are set out at page 15 in this Annual Report. The meeting materials are circulated to the Directors by the Company Secretary. The Financial Controller, Company Secretary, internal auditors and external auditors are invited to these meetings.</p> <p>During the FY2020, the AC has reviewed the internal audit plans for FY2020 presented by the internal auditors. The AC has also reviewed the half-yearly and yearly financial statements together with the Management, the Financial Controller and the external auditors regarding the significant accounting policies, judgment and estimates applied by the Management in preparing the annual financial statements. Following the review and discussions, the AC then recommended to the Board for further review and approval of the audited annual financial statements.</p> <p>Apart from the above, the AC commissions and reviews the findings of internal investigations into matters where there is suspicion of fraud or irregularity, 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's operational results and/or financial position.</p>

CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report				
	<p><u>Evaluation of external auditors</u></p> <p>During FY2020, the AC reviewed the Audit Planning Memorandum prepared by Group's external auditors. The AC discussed with the Group's external auditors on their terms of engagement, materiality level of their work, significant risks assessment, areas of audit focus and audit quality indicators, before the commencement of their audit work.</p> <p>The AC undertook a review of the independence and objectivity of the external auditors annually, taking into consideration the nature and extent of any non-audit services provided to the Company by the external auditors, and is satisfied that the nature and extent of such services will not prejudice the independence and objectivity of the external auditors.</p> <p>The external auditors also provide regular updates and periodic briefings to the AC on changes or amendments to accounting standards to enable the members of the AC to keep abreast of such changes and its corresponding impact on the financial statements, if any. This includes the recent adoption of the Singapore Financial Reporting Standards (International) (SFRS(I)) and its impact on the Group's accounting policies and methods of computation.</p> <p>Significant matters that were discussed with the Management and the external auditors have been included as key audit matters in the Independent Auditor's Report for FY2020 on pages 45 to 46 of this Annual Report.</p> <table border="1"> <thead> <tr> <th>Key audit matters</th><th>How does the AC address the matter</th></tr> </thead> <tbody> <tr> <td>Impairment assessment of goodwill and other intangible assets</td><td> <p>The AC has reviewed the Management's approach as well as the reasonableness of the estimates and key assumptions used in determining the value for the goodwill arose from the acquisition of Poh Huat Heng Corporation Pte. Ltd. in prior year, which includes (i) growth margin; (ii) revenue growth rate and perpetual growth rate; and (iii) discount rate underpinning the cash flows including the recoverable value.</p> <p>The AC was satisfied that the approach was appropriate and the key assumptions were reasonable. The external auditors have included this item as a key audit matter in the Independent Auditor's Report for the financial year ended 31 December 2020. Please refer to page 46 of this Annual Report.</p> </td></tr> </tbody> </table> <p>The aggregate amount of audit fees paid and payable by the Group to the current external auditors, Crowe Horwath First Trust LLP, for FY2020 is approximately S\$94,891. There were no non-audit services provided by the external auditors for the FY2020.</p> <p>The AC has recommended to the Board the nomination of Crowe Horwath First Trust LLP for re-appointment as auditors of the Company at forthcoming AGM. The Company is of the view that it has complied with Rule 712 and 715 of the Catalist Rules of the SGX-ST in relation to its external auditors.</p>	Key audit matters	How does the AC address the matter	Impairment assessment of goodwill and other intangible assets	<p>The AC has reviewed the Management's approach as well as the reasonableness of the estimates and key assumptions used in determining the value for the goodwill arose from the acquisition of Poh Huat Heng Corporation Pte. Ltd. in prior year, which includes (i) growth margin; (ii) revenue growth rate and perpetual growth rate; and (iii) discount rate underpinning the cash flows including the recoverable value.</p> <p>The AC was satisfied that the approach was appropriate and the key assumptions were reasonable. The external auditors have included this item as a key audit matter in the Independent Auditor's Report for the financial year ended 31 December 2020. Please refer to page 46 of this Annual Report.</p>
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CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report						
	<p><u>Whistle-Blowing Policy</u></p> <p>The Company has reviewed arrangements by which the staff of the Company may, in confidence, raise concerns about possible improprieties in matters of financial reporting or management, with the objective of ensuring that arrangements are in place for the independent investigation of such matters for appropriate follow-up action. In this regard, the AC has adopted a whistle-blowing policy in 2008 and further updated in financial year ended 31 December 2020 (the "Whistle-Blowing Policy").</p> <p>The AC is tasked with overseeing the administration of the Whistle-Blowing Policy. The Whistle-Blowing Policy encourages employees and external parties to raise concerns, in confidence, about possible irregularities to the Chairman of the AC, Ms Amelia Vincent, and another Independent Director, Mr Andrew Bek.</p> <p>Since the adoption of the Whistle-Blowing Policy, there were no complaints, concerns or issues received by the AC.</p> <p>The policy and procedures for raising any concerns is communicated to all employees of the Group during the orientation for new employees.</p>						
10.2 The AC comprises at least three directors, all of whom are non-executive and the majority of whom, including the AC Chairman, are independent. At least two members, including the AC Chairman, have recent and relevant accounting or related financial management expertise or experience.	<p>As at the date of this report, the AC comprises entirely Independent Directors and the members of the AC are:</p> <table> <tr> <td>Amelia Vincent</td><td>Chairman</td></tr> <tr> <td>Ng Ser Chiang</td><td>Member</td></tr> <tr> <td>Andrew Bek</td><td>Member</td></tr> </table> <p>Please refer to Provision 10.1 for the AC's key terms of reference and duties.</p> <p>The Board considers that the members of the AC are appropriately qualified to fulfil their responsibilities as the members bring with them invaluable managerial and professional expertise in the accounting and financial management.</p> <p>Ms Amelia Vincent is the Finance Director at Control Risk Group (S) Pte. Ltd. and Mr Andrew Bek has relevant financial management expertise and experience. For more details, kindly refer to the "Board of Directors" section at pages 8 to 9 of the Annual Report.</p>	Amelia Vincent	Chairman	Ng Ser Chiang	Member	Andrew Bek	Member
Amelia Vincent	Chairman						
Ng Ser Chiang	Member						
Andrew Bek	Member						
10.3 The AC does not comprise former partners or directors of the company's existing auditing firm or auditing corporation: (a) within a period of two years commencing on the date of their ceasing to be a partner of the auditing firm or director of the auditing corporation; and in any case, (b) for as long as they have any financial interest in the auditing firm or auditing corporation.	<p>None of the members of the AC is a former partner or director of the Company's existing auditing firm.</p>						

CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report
<p>10.4 The primary reporting line of the internal audit function is to the AC, which also decides on the appointment, termination and remuneration of the head of the internal audit function. The internal audit function has unfettered access to all the company's documents, records, properties and personnel, including the AC, and has appropriate standing within the company.</p>	<p>The Board recognises the importance of maintaining a system of internal controls, procedures and processes for the Group to safeguard shareholders' investments and the Group's assets.</p> <p>The AC's responsibilities over the Group's internal controls and risk management are complemented by the work of the internal auditors.</p> <p>The primary reporting line of the internal audit function, which has been outsourced to Nexia TS Risk Advisory Pte. Ltd.* ("Nexia"), is to the AC, which also endorses the appointment, termination and remuneration of the internal auditors. The internal auditors have unfettered access to all the Company's documents, records, properties and personnel, including the AC, and has appropriate standing within the Company.</p> <p>*Nexia is a company of Nexia TS Public Accounting Corporation, which is recognised as an established mid-tier accounting firm for more than 25 years. Nexia is a corporate member of the Institute of Internal Auditors Singapore. Nexia possesses vast experience in providing internal audits, risk management services and advisory services in the region. Nexia is staffed with professionals with relevant qualifications and experience. The engagement team assigned comprises of 3 staff members led by Ms Pamela Chen who has more than 14 years performing audits for listed companies.</p> <p>Upon the recommendation by the AC, the Board has approved the re-engagement of Nexia as internal auditors of the Group in the ensuing year ending 31 December 2021.</p> <p>The Company's internal audit function is independent of the external audit.</p> <p>At the beginning of each financial year, an annual internal audit plan which entails the review of the selected functions or business units of the Group is developed and agreed by the AC. The audit plan has been devised in such a way that all the major functions or business units will be internally audited within an internal audit cycle. Having reviewed the audit plan of Nexia, the AC was satisfied that the Company's internal audit function was adequately resourced to perform the work for the Group.</p> <p>For FY2020, the AC had reviewed the adequacy and effectiveness of the internal audit function to ensure that internal audits were conducted effectively, and that Management provided the necessary co-operation to enable the internal auditors to perform the function. For FY2020, after having reviewed the internal audit reports and remedial actions implemented by Management, the AC was satisfied that the internal audit functions were independent, effective and adequately resourced.</p>
<p>10.5 The AC meets with the external auditors, and with the internal auditors, in each case without the presence of Management, at least annually.</p>	<p>The AC meets with the external and internal auditors without the presence of Management at least once a year. The AC meets with the auditors to discuss the results of their examinations and their evaluations of the systems of internal accounting controls.</p>

CORPORATE GOVERNANCE REPORT

SHAREHOLDER RIGHTS AND ENGAGEMENT

Shareholder Rights and conduct of general meetings

Principle 11: The company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matter affecting the company. The company give shareholders a balanced and understandable assessment of its performance, position and prospects

Provisions of the Code	Corporate Governance Report
11.1 The company provides shareholders with the opportunity to participate effectively in and vote at general meetings of shareholders and informs them of the rules governing general meetings of shareholders.	<p>Shareholders are entitled to attend the general meetings and are given the opportunity to participate effectively in and vote at the general meetings of the Company.</p> <p>The Company ensures that all shareholders have equal opportunity to participate effectively in and vote at general meetings in person and held in Singapore to give the opportunity to air their views and ask Directors or the Management questions regarding the Group. Shareholders are encouraged to attend the AGMs to ensure a high level of accountability and to stay informed of the Group's strategies and goals. The AGM is the principal forum for dialogue with shareholders.</p> <p>Notices of general meetings are dispatched to shareholders, together with explanatory notes or a circular on items of special business (if necessary), at least 14 clear calendar days before the meeting for ordinary resolutions and/or 21 clear calendar days before the meeting for special resolutions. The rules including the voting procedures are set out in the notice of general meetings. These notices are publicly announced via SGXNet and posted on the Company's website. Resolutions tabled at general meetings are passed through a process of voting by poll whereby the procedures are clearly explained by the scrutineers at the beginning of the voting in such general meetings.</p> <p>Pursuant to the provisions in the Constitution, shareholders who are not relevant intermediaries (as defined under Section 181 of Singapore Companies Act, Chapter 50) may appoint up to two proxies, during his/her absence, to attend, speak, vote on his/her behalf at general meetings. Shareholders who are relevant intermediaries such as banks, capital market services licence holders which provide custodial services for securities are allowed to appoint more than two proxies. This is to facilitate indirect shareholders including CPF investors to participate in general meetings. Such indirect shareholders where so appointed as proxy, will have the same rights as direct shareholders to attend, speak and vote at general meetings.</p> <p>The Company will make an announcement of the detailed results showing the numbers of votes cast for and against each resolution and the respective percentages to the public via SGXNet.</p> <p>While acknowledging that voting by electronic poll is integral in the enhancement of corporate governance, the Company is concerned over the cost effectiveness to employ electronic polling.</p> <p>During year 2020, the shareholders were not able to attend the AGM for financial year ended 31 December 2019 ("FY2019 AGM") and the Extraordinary General Meeting ("EGM") held on 26 June 2020) physically due to the COVID-19 pandemic and have appointed Chairman of the FY2019 AGM and EGM to attend, speak and vote on their behalf.</p>

CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report
11.2 The company tables separate resolutions at general meetings of shareholders on each substantially separate issue unless the issues are interdependent and linked so as to form one significant proposal. Where the resolutions are “bundled”, the company explains the reasons and material implications in the notice of meeting.	The Board ensures that separate resolutions are proposed for approval on each distinct issue at general meetings. There is no bundling of the resolutions as they are not interdependent and linked to each other. Detailed explanatory notes on each item of the agenda are also provided in the Notice of AGM in this Annual Report.
11.3 All directors attend general meetings of shareholders, and the external auditors are also present to address shareholders’ queries about the conduct of audit and the preparation and content of the auditors’ report. Directors’ attendance at such meetings held during the financial year is disclosed in the company’s annual report.	<p>The Chairman and members of the AC, NC and RC will be present at general meetings to address any questions the shareholders may have concerning the Group. The Directors have participated the FY2019 AGM and EGM via electronic means.</p> <p>The Company’s external auditor will also present to address queries relating to conduct of audit and the preparation and content of the auditor’s report.</p> <p>However, for FY2019 AGM and EGM, the shareholders were not able to attend the FY2019 AGM and EGM physically and for more information, kindly refer to the Provision 11.1 as stated above.</p>
11.4 The company’s Constitution (or other constitutive documents) allow for absentia voting at general meetings of shareholders.	The Company has not amended its Constitution to provide for absentia voting methods. Voting in absentia and by electronic mail may only be possible following careful study to ensure that integrity of the information and authentication of the shareholders’ identities through the web is not compromised.
11.5 The company publishes minutes of general meetings of shareholders on its corporate website as soon as practicable. The minutes record substantial and relevant comments or queries from shareholders relating to the agenda of the general meeting, and responses from the Board and Management.	<p>General meetings are the principal forum for dialogue and interaction with Shareholders. During these meetings, Shareholders are given opportunities to voice their views and seek clarification to the Board on any matters relating to the Group’s business and operations.</p> <p>The Company prepares minutes of general meetings that include substantial and relevant comments or queries from Shareholders and responses from the Board and Management, and such minutes are available to shareholders upon written request. Where the general meeting is held by electronic means, the minutes will be published on SGXNet and the Company’s corporate website at http://www.hghholdings.com.sg/.</p>
11.6 The company has a dividend policy and communicates it to shareholders.	<p>The Company does not have a fixed dividend policy. The form, frequency and amount of dividend will depend on the Company’s earnings, general financial condition, results of operations, capital requirements, cash flow, general business condition, development plans and other factors as the Board may deem appropriate.</p> <p>The Board has not declared or recommended a dividend for FY2020 in order to conserve cash for use as future working capital in a challenging business environment.</p>

CORPORATE GOVERNANCE REPORT

Engagement with Shareholders

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

Provisions of the Code	Corporate Governance Report
12.1 The company provides avenues for communication between the Board and all shareholders and discloses in its annual report the steps taken to solicit and understand the views of shareholders.	<p>All shareholders are treated fairly and equitably to facilitate their ownership rights. All shareholders are entitled to attend the general meetings and are provided the opportunity to participate and vote at the meetings, whether in person or by proxy.</p> <p>The Board recognises the importance of maintaining transparency and accountability to the Shareholders, and is mindful of the obligation to provide shareholders with information on all major developments that affect the Group in accordance with the Catalist Rules of the SGX-ST and the Companies Act. Information is communicated to shareholders on a timely basis through:</p> <ul style="list-style-type: none"> • annual reports that are despatched to all shareholders and released on the SGXNet; • announcements on half-year and full-year financial results and all major developments on the SGXNet; • press releases or media/analyst briefings to keep shareholders informed of corporate developments; and • corporate website (http://www.hghholdings.com.sg/). <p>The Company ensures that price-sensitive information is publicly released and is announced promptly and within the mandatory period as required under the Catalist Rules of the SGX-ST.</p> <p>Shareholders and potential investors with comments and queries regarding the information communicated by the Company may send their enquiries to the email address provided at the Company's corporate website.</p> <p>In view of the COVID-19 pandemic, the Singapore government issued an order on 24 March 2020 requiring all events and mass gatherings to be deferred.</p> <p>The Company has conducted FY2019 AGM and EGM by electronic means on 26 June 2020, 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 (the "Order") which was gazetted on 13 April 2020. Shareholders were invited to participate in the virtual FY2019 AGM and EGM by (a) observing and/or listening to the FY2019 AGM and EGM proceedings via live audio-visual webcast or live audio-only stream; (b) submitting questions in advance of the FY2019 AGM and EGM; and (c) appointing the Chairman of the Meeting as proxy to attend, speak and vote on their behalf at the FY2019 AGM and EGM.</p> <p>For FY2019 AGM and EGM, the Company did not receive any question from the Shareholders prior to the FY2019 AGM and EGM. The Company has also published the minutes of the proceedings of FY2019 AGM and EGM at its corporate website at https://www.hghholdings.com.sg/2020/06/04/agm-and-egm-2020/ and SGXNet.</p>

CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report
	Due to prevailing COVID-19 restrictions, Shareholders will not be able to attend our AGM for financial year ended 31 December 2020 ("FY2020 AGM") in person. Instead, the Company will be holding its FY2020 AGM by electronic means on 28 April 2021. Details of the steps for pre-registration, submission of questions and voting at the FY2020 AGM by shareholders, including CPF and SRS investors, are set out in a separate announcement released on SGXNet on 13 April 2021.
12.2 The company has in place an investor relations policy which allows for an ongoing exchange of views so as to actively engage and promote regular, effective and fair communication with shareholders.	<p>The Company do not have an investor relations policy but the Board places great emphasis on investor relations. The Company strives to maintain a high standard of transparency and promote better investor communication.</p> <p>The Company believes that a high standard of disclosure is essential to raise the level of corporate governance. Interim and full year results and press releases are published on SGXNet. All information of the Company's new initiatives is first disseminated via SGXNet followed by a press release.</p> <p>Where there has been an inadvertent disclosure made to a selected group, the Company will make the same disclosure publicly to all others as soon as practicable. The Company does not practice selective disclosure. Price sensitive information is first publicly released through SGXNet, before the Company meets with any investors or analysts.</p>
12.3 The company's investor relations policy sets out the mechanism through which shareholders may contact the company with questions and through which the company may respond to such questions.	<p>The Board welcomes shareholders to attend all general meetings of the Company, which represent the principal forum for dialogue and interaction between the Board, Management and the Company, and for shareholders to share their concerns and views.</p> <p>Please refer to Provision 12.1 for more details on the FY2019 and FY2020 AGM.</p>

MANAGING STAKEHOLDERS RELATIONSHIPS

Engagement with stakeholders

Principle 13: The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.

Provisions of the Code	Corporate Governance Report
13.1 The company has arrangements in place to identify and engage with its material stakeholder groups and to manage its relationships with such groups.	<p>The stakeholders have been identified as those who are impacted by the Group's business and operations and those who are similarly able to impact the Group's business and operations.</p> <p>Stakeholders include customers, employees, government and regulators, industry associations, shareholders and investors and suppliers.</p> <p>The Company engages its stakeholders through various channel to ensure that the business interests of the Group are balanced against the needs and interest of its stakeholder.</p>
13.2 The company discloses in its annual report its strategy and key areas of focus in relation to the management of stakeholder relationships during the reporting period.	<p>Please refer to the Provision 13.1 and 13.3 for more details.</p> <p>Nevertheless, the company has announced the price-sensitive information and is announced promptly and within the mandatory period as required under the Catalist Rules. Its Sustainability Report 2019 was announced via SGXNet on 29 May 2020.</p>

CORPORATE GOVERNANCE REPORT

Provisions of the Code	Corporate Governance Report
13.3 The company maintains a current corporate website to communicate and engage with stakeholders.	<p>All material information on the performance and development of the Group and of the Company is disclosed in a timely, accurate and comprehensive manner through SGXNet, press releases, or the Company's website at http://www.hghholdings.com.sg/.</p> <p>Please refer to Provision 12.1 for more detail.</p>

DEALINGS IN SECURITIES

The Company has adopted policies in line with Rule 1204(19) of the Catalist Rules of the SGX-ST on dealings in the Company's securities.

The Company has adopted an internal code on dealings in securities to govern dealings in the Shares by the Directors and the key executives of the Group, Directors and Management and officers of the Group, who have access to price sensitive, financial or confidential information are advised not to deal in the Company's shares on short-term considerations or when they are in possession of unpublished price-sensitive information. They are not allowed to deal in the Company's shares during the period commencing one month before the announcement of the Company's half-year and full year financial results and ending on the date of the announcement of the results.

The Board confirms that for FY2020, the Company has complied with Rule 1204(19) of the Catalist Rules of the SGX-ST.

INTERESTED PERSON TRANSACTIONS

The Company has adopted an internal policy in respect of any transaction with interested persons and has procedures established for the review and approval of the Company's interested person transactions. All interested person transactions will be documented and submitted to the AC for their review to ensure that such transactions are carried out on an arm's length basis and on normal commercial terms and are not prejudicial to the interests of the Company and its minority shareholders.

The Company does not have a general mandate from shareholders for recurrent interested person transactions. There were no interested person transactions with a value of S\$100,000 or more during FY2020.

MATERIAL CONTRACTS

Two of the Directors, Mr Ng Chuan Heng and Mr Tan Poh Guan, indirectly hold shareholding interest in Power Works Pte. Ltd. ("Power Works"), a major customer of Poh Huat Heng Corporation Pte. Ltd. ("PHH"). Each of Mr Ng Chuan Heng and Mr Tan Poh Guan holds 33.33% shares in a company known as Benetre Pte. Ltd., which in turn holds 25% shares in Power Works, and this results in each of Mr Ng Chuan Heng and Mr Tan Poh Guan indirectly holding 8.33% in the share capital of Power Works. The two subcontracting agreements entered into between PHH and Power Works relate to construction projects, whereby PHH is engaged as the subcontractor to Power Works to carry out civil and associated works, including the installation of cable works.

Save for the service agreements entered between the Executive Directors and the Company, there were no material contracts entered into by the Company or any of its subsidiaries involving the interests of any Director or controlling shareholder of the Company during FY2020.

NON-SPONSOR FEE

The Company is currently under the SGX-ST Catalist sponsor-supervised regime. The continuing sponsor of the Company is SAC Capital Private Limited (the "Sponsor").

In compliance with Rule 1204(21) of the Catalist Rules of the SGX-ST, there was no non-sponsor fee paid to the Sponsor by the Company during FY2020.

CORPORATE GOVERNANCE REPORT

CORPORATE SOCIAL RESPONSIBILITY

The Group has always placed emphasis on conducting its business in a responsible manner while adding value to its stakeholders. The Group believes that environmentally friendly practices complement business efficiency. The Group's staff are encouraged to reduce, recycle and reuse and advocate corporate social responsibility towards the environment by incorporating these processes in our daily operations. The Group encourages the various practices to reduce the pollution to earth and water, such as re-using single-side paper in office, using oil traps and managing scheduled waste like contaminated rugs and gloves in our operations.

The Company acknowledges that it is important to have sustainability and to implement appropriate policies and programmes in line with the requirements of the Catalist Rules of the SGX-ST and good practice. The Company is conducting a follow up review of its sustainability report and will upload its Sustainability Report 2020 on SGXNet before the end of May 2021.

DIRECTORS' STATEMENT

For the financial year ended 31 December 2020

The directors present their statement to the members together with the audited financial statements of HGH Holdings Ltd. (formerly known as AA Group Holdings Ltd.) (the "Company") and its subsidiaries (the "Group") for the financial year ended 31 December 2020 and the statement of financial position of the Company as at 31 December 2020.

In the opinion of the directors,

- (a) the statement of financial position of the Company and the consolidated financial statements of the Group as set out on pages 49 to 109 are drawn up so as to give a true and fair view of the financial position of the Company and of the Group as at 31 December 2020 and the financial performance, changes in equity and cash flows of the Group for the financial year then ended; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

The board of directors has, on the date of this statement, authorised these financial statements for issue.

Directors

The directors of the Company in office at the date of this statement are as follows:

Ng Chuan Heng
Tan Poh Guan
Amelia Vincent
Andrew Bek
Ng Ser Chiang
Lai Choong Hon (resigned on 1 August 2020)

Directors' interests in shares or debentures

According to the register kept by the Company for the purposes of Section 164 of the Singapore Companies Act, Cap. 50, none of the directors holding office at the end of the financial year had any interest in the shares or debentures of the Company or its related corporations, except as follows:

	Direct interests		
	At 1 January 2020	At 31 December 2020	At 21 January 2021
Company			
<i>Ordinary shares</i>			
Ng Chuan Heng	215,900,000	427,900,000	427,900,000
Tan Poh Guan	60,175,000	88,461,017	88,461,017

DIRECTORS' STATEMENT

For the financial year ended 31 December 2020

Directors' interests in shares or debentures (Continued)

Ng Chuan Heng, who by virtue of his interests of not less than 20% of the issued capital of the Company is deemed to have an interest in the whole of the share capital of the Company's wholly owned subsidiaries and in ordinary shares held by the Company in the following subsidiaries that are not wholly owned by the Group:

	Deemed interests	
	At 1 January 2020	At 31 December 2020
W&P Precast Pte. Ltd.		
Ordinary shares	23,750	23,750
Germaxco Pte. Ltd.		
Ordinary shares	5,100	5,100
W&P Precast Sdn. Bhd.		
Ordinary shares	1	1

Arrangements to enable directors to acquire benefits by means of the acquisition of shares and debentures

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

Share options

During the financial year, no options to take up unissued shares of the Company or any subsidiaries were granted and no shares were issued by virtue of the exercise of options to take up unissued shares of the Company or any subsidiaries. There were no unissued shares of the Company or any subsidiaries under option at the end of the financial year.

Audit committee

The members of the Audit Committee at the end of the financial year are as follows:

Amelia Vincent (Chairman)
Andrew Bek
Ng Ser Chiang

The Audit Committee carried out its functions in accordance with Section 201B(5) of the Singapore Companies Act, Cap. 50, the Listing Manual of the Singapore Exchange Securities Trading Limited and the Code of Corporate Governance. In performing those functions, the Audit Committee reviewed:

- the scope and the results of internal audit procedures with the internal auditor;
- the audit plan of the Company's independent auditors and any recommendations on internal accounting controls arising from the statutory audit;
- the assistance given by the Company's management to the independent auditors;
- the periodic results announcements prior to their submission to the Board for approval;

DIRECTORS' STATEMENT

For the financial year ended 31 December 2020

Audit committee (Continued)

- the statement of financial position of the Company and the consolidated financial statements of the Group for the financial year ended 31 December 2020 prior to their submission to the Board of Directors, as well as the independent auditors' report on the statement of financial position of the Company and the consolidated financial statements of the Group; and
- interested person transactions (as defined in Chapter 9 of the Listing Manual of the Singapore Exchange Securities Trading Limited).

The Audit Committee has recommended to the Board of Directors that the independent auditors, Crowe Horwath First Trust LLP, be nominated for re-appointment at the forthcoming Annual General Meeting of the Company. The Audit Committee has conducted an annual review of non-audit services provided by the auditors to satisfy itself that the nature and extent of such services will not affect the independence and objectivity of the external auditors before confirming their re-nomination.

In appointing the external auditors for the Company and subsidiaries, we have complied with Rules 712 and 715 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

Further details regarding the Audit Committee are disclosed in the Corporate Governance Report included in the Annual Report of the Company.

Independent auditors

The independent auditors, Crowe Horwath First Trust LLP, have expressed their willingness to accept re-appointment as auditors of the Company.

On behalf of the Board of Directors

Ng Chuan Heng
Director

Tan Poh Guan
Director

8 April 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HGH HOLDINGS LTD.

(FORMERLY KNOWN AS AA GROUP HOLDINGS LTD.)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of HGH Holdings Ltd. (formerly known as AA Group Holdings Ltd.) ("the Company") and its subsidiaries ("the Group"), set out on pages 49 to 109, which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2020, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the financial 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 and the statement of financial position 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)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2020 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the financial 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 Matter

Key audit matter is the matter that, in our professional judgement, was of most significance in our audit of the financial statements of the current year. The matter was 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 this matter.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HGH HOLDINGS LTD.

(FORMERLY KNOWN AS AA GROUP HOLDINGS LTD.)

Key Audit Matter (Continued)

Impairment assessment of goodwill and other non-financial assets Refer to the following notes to the financial statements ~ Note 2.30 "Critical Accounting Judgements and Key Sources of Estimation Uncertainty" ~ Note 3 "Property, Plant and Equipment" ~ Note 7 "Goodwill" ~ Note 6 "Intangible Assets"	
The key audit matter	How the matter was addressed in our audit
<p>As at 31 December 2020, the Group recorded S\$2,506,422 of goodwill, S\$1,269,351 of customer relationship and \$320,532 of plant and equipment, in relation to Poh Huat Heng Corporation Pte Ltd ("PHH") which is identified as a cash generating unit ("CGU") and subject to impairment test.</p> <p>In accordance with the requirements of SFRS(I) 1-36, management is required to perform annual impairment test on goodwill. As the public infrastructure construction sector has been affected as a result of COVID-19 pandemic during the year, the attributable intangible asset and plant and equipment of PHH were also tested by management for impairment.</p> <p>Management estimates the value-in use ("VIU") using discounted cash flow method to determine the recoverable amounts of the CGU.</p> <p>The impairment review requires significant management judgement in forecasting the cash flow and estimating the key assumptions, such as (a) gross margin, (b) revenue growth rate and perpetual growth rate and (c) discount rate underpinning the cash flows.</p> <p>As a result of the impairment test, the Group has allocated the identified impairment loss to first reduce the carrying amount of goodwill which resulted in a full impairment loss of goodwill relating to the CGU amounting to S\$2,506,422 recorded in "Other expenses" caption (Note 24 to the financial statements) and there was no additional impairment made with regards to carrying amounts of customer relationship and plant and equipment.</p> <p>As disclosed in Note 7 to the financial statements, due to significant management's estimation involved in the key inputs used in the cash flows projection, this is a key audit matter given changes in the key inputs in the estimation process would significantly affect the quantum of impairment losses of these non-financial assets.</p>	<p>Our audit procedures focused on evaluating and challenging the key estimates used by management in determining the recoverable amounts of these assets.</p> <p>Our key procedures applied include:</p> <ul style="list-style-type: none"> • Obtained an understanding of management's estimation process, in particular focusing on planned strategies on revenue growth, list of projects in the pipeline and cost initiatives for the CGU; • Challenged the reasonableness of key assumptions mainly the (a) budgeted gross margin, (b) growth rate and perpetual growth rate and (c) discount rate, by comparing to the CGU's historical financial performance and considering market conditions to assess the likely achievability of the cash flow forecasts; • Performed sensitivity analysis in consideration of the reasonably plausible impact on the VIU by varying these key assumptions; • Tested the robustness of management's forecast by comparing previous forecast to actual results; • Checked mathematical accuracy of management's calculations including the carrying amounts of assets within the CGU; and • Assessed the adequacy and appropriateness of relevant disclosures in the financial statements. <p>Based on the results of the above procedures, we note that the judgements applied by management were balanced; the key assumptions and estimates used in determining the recoverable values were reasonable; and the disclosures were appropriate.</p>

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HGH HOLDINGS LTD.

(FORMERLY KNOWN AS AA GROUP HOLDINGS LTD.)

Other Information

Management is responsible for the other information. Other information comprises the information included in the annual report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HGH HOLDINGS LTD.

(FORMERLY KNOWN AS AA GROUP HOLDINGS LTD.)

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- 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 year and is therefore the key audit matter. We describe the matter 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 Yen Lin.

Crowe Horwath First Trust LLP

Public Accountants and
Chartered Accountants
Singapore

8 April 2021

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2020

(Amounts in Singapore dollars ("S\$"))

	Note	Group		Company	
		2020 S\$	2019 S\$	2020 S\$	2019 S\$
ASSETS					
Non-current assets					
Property, plant and equipment	3	1,812,193	55,991,754	–	–
Investment properties	4	56,618,492	–	–	–
Right-of-use assets	5	–	5,981,997	–	–
Intangible assets	6	1,886,282	2,764,336	–	–
Goodwill	7	–	2,506,422	–	–
Subsidiaries	8	–	–	26,533,002	34,000,002
Financial assets, at FVOCI	9	34,755	34,755	–	–
		60,351,722	67,279,264	26,533,002	34,000,002
Current assets					
Inventories	10	296,710	122,943	–	–
Trade and other receivables	11	1,888,527	4,259,453	–	145,287
Other current assets	12	325,894	351,001	18,700	9,961
Cash and bank balances		6,783,880	6,643,415	131,238	89,482
		9,295,011	11,376,812	149,938	244,730
TOTAL ASSETS		69,646,733	78,656,076	26,682,940	34,244,732
LIABILITIES					
Non-current liabilities					
Lease liabilities from financial institutions	14	–	26,757	–	–
Lease liabilities	15	5,708,869	6,098,190	–	–
Deferred tax liabilities	16	8,814,077	9,383,313	–	–
Other liabilities	17	359,153	470,931	–	–
		14,882,099	15,979,191	–	–
Current liabilities					
Trade and other payables	17	3,445,900	6,064,806	11,151,676	12,207,956
Bond payable	18	–	–	–	1,000,000
Bank borrowings	13	100,000	–	–	–
Lease liabilities from financial institutions	14	26,758	27,281	–	–
Lease liabilities	15	389,446	491,149	–	–
Provision for defect liability	19	240,000	–	–	–
Income tax payable		291,407	1,572,141	–	–
		4,493,511	8,155,377	11,151,676	13,207,956
TOTAL LIABILITIES		19,375,610	24,134,568	11,151,676	13,207,956
NET ASSETS		50,271,123	54,521,508	15,531,264	21,036,776
EQUITY					
Capital and reserves attributable to equity holders of the Company					
Share capital	20	35,225,394	35,225,394	35,225,394	35,225,394
Reserves	21	15,069,946	19,303,382	(19,694,130)	(14,188,618)
		50,295,340	54,528,776	15,531,264	21,036,776
Non-controlling interests		(24,217)	(7,268)	–	–
TOTAL EQUITY		50,271,123	54,521,508	15,531,264	21,036,776

The accompanying notes are an integral part of the financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2020

(Amounts in Singapore dollars ("S\$"))

	Note	2020 S\$	2019 S\$
Revenue	22	11,696,322	23,899,899
Cost of sales and services		(8,043,743)	(14,890,987)
Gross profit		3,652,579	9,008,912
Other income	23	1,578,033	407,477
Distribution costs		(242,637)	(1,070,991)
Administrative expenses		(5,647,605)	(7,459,812)
Other expenses	24	(3,442,245)	(2,637,472)
Finance income	25	–	176,247
Finance costs	26	(182,533)	(336,522)
Loss on derecognition of financial assets	27	(130,782)	–
Provision of impairment loss on financial assets, net	27	(393,927)	(3,976,097)
Loss before tax	27	(4,809,117)	(5,888,258)
Income tax credit / (expense)	29	556,271	(40,736)
Loss for the year		(4,252,846)	(5,928,994)
Other comprehensive loss			
<u>Items that may be reclassified subsequently to profit or loss:</u>			
- Currency translation differences arising from consolidation		2,461	909
<u>Item that will not be reclassified subsequently to profit or loss:</u>			
- Equity investment at FVOCI – net change in fair value	9	–	(115,245)
Total comprehensive loss for the year		(4,250,385)	(6,043,330)
Total loss attributable to:			
Equity holders of the Company		(4,235,897)	(5,902,357)
Non-controlling interests		(16,949)	(26,637)
		(4,252,846)	(5,928,994)
Total comprehensive loss attributable to:			
Equity holders of the Company		(4,233,436)	(6,016,693)
Non-controlling interests		(16,949)	(26,637)
		(4,250,385)	(6,043,330)
Loss per share (cents) attributable to equity holders of the Company			
Basic	30	(0.24)	(0.33)
Diluted	30	(0.24)	(0.32)

The accompanying notes are an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 December 2020

(Amounts in Singapore dollars ("S\$"))

Note	Attributable to equity holders of the Company						Non-controlling interests	Total equity
	Share capital	Merger reserve	Translation reserve	Fair value reserve	Retained earnings	Total		
	S\$	S\$	S\$	S\$	S\$	S\$	S\$	S\$
Balance as at 1.1.2020	35,225,394	(6,478,399)	5,640	(115,245)	25,891,386	54,528,776	(7,268)	54,521,508
Loss for the year	-	-	-	-	(4,235,897)	(4,235,897)	(16,949)	(4,252,846)
Other comprehensive loss, net of tax:								
- Currency translation differences arising from consolidation	-	-	2,461	-	-	2,461	-	2,461
Total comprehensive income / (loss) for the year	-	-	2,461	-	(4,235,897)	(4,233,436)	(16,949)	(4,250,385)
Balance at 31.12.2020	35,225,394	(6,478,399)	8,101	(115,245)	21,655,489	50,295,340	(24,217)	50,271,123
Balance as at 1.1.2019	35,225,321	(6,478,399)	4,731	-	31,793,743	60,545,396	19,369	60,564,765
Loss for the year	-	-	-	-	(5,902,357)	(5,902,357)	(26,637)	(5,928,994)
Other comprehensive loss, net of tax:								
- Currency translation differences arising from consolidation	-	-	909	-	-	909	-	909
- Equity investment in FVOCI – net change in fair value	-	-	-	(115,245)	-	(115,245)	-	(115,245)
Total comprehensive income / (loss) for the year	-	-	909	(115,245)	(5,902,357)	(6,016,693)	(26,637)	(6,043,330)
<u>Contributions by owners</u>								
Issuance of new ordinary shares	73	-	-	-	-	73	-	73
Balance at 31.12.2019	35,225,394	(6,478,399)	5,640	(115,245)	25,891,386	54,528,776	(7,268)	54,521,508

The accompanying notes are an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2020

(Amounts in Singapore dollars ("S\$"))

	Note	2020 S\$	2019 S\$
Cash flows from operating activities			
Loss before tax		(4,809,117)	(5,888,258)
Adjustments:			
Depreciation of property, plant and equipment	27	478,736	3,371,200
Depreciation of investment properties	27	3,109,593	–
Depreciation of right-of-use assets	27	–	555,362
Amortisation of intangible assets	24	919,554	917,825
Impairment loss on property, plant and equipment	27	–	54,582
Impairment loss on goodwill	24	2,506,422	1,124,530
Impairment loss on right-of-use assets	24	–	520,570
Loss on disposal of property, plant and equipment	24	555	67,503
Net foreign exchange loss - unrealised		2,461	1,394
Loss on derecognition of financial assets	27	130,782	–
Provision of impairment loss on financial assets, net	27	393,927	3,976,097
Provision for defect liability	27	240,000	–
Rent concession	23	(32,500)	–
Interest income	25	–	(176,247)
Interest expense	26	180,848	333,704
Operating profit before working capital changes		3,121,261	4,858,262
Inventories		(173,767)	(22,600)
Trade and other receivables and other current assets		1,871,324	8,529,565
Trade and other payables		(2,730,684)	(3,225,786)
Cash generated from operations		2,088,134	10,139,441
Income tax paid		(1,355,534)	(791,017)
Income tax refund		61,835	98,690
Net cash from operating activities		794,435	9,447,114
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(56,411)	(10,110)
Purchase of intangible asset		(41,500)	–
Proceeds from disposal of property, plant and equipment		10,593	52,032
Net cash (used in) / from investing activities		(87,318)	41,922
Cash flows from financing activities			
Repayment of money market loan	13	–	(3,021,640)
Proceeds from issue of ordinary shares	20	–	73
Repayment of amount due to a former shareholder of its subsidiary		–	(500,000)
Proceeds from short-term bridging loan	13	100,000	–
Interest paid for short-term bridging loan	13	(1,045)	–
Principal and interest repayment of lease liabilities	13	(635,419)	(667,936)
Principal and interest repayment of lease liabilities from financial institutions	14	(30,188)	(55,492)
Repayment of term loan	13	–	(1,716,150)
Net cash used in financing activities		(566,652)	(5,961,145)
Net increase in cash and cash equivalents		140,465	3,527,891
Cash and cash equivalents at beginning of year		6,643,415	3,115,524
Cash and cash equivalents, representing cash and bank balances at end of year		6,783,880	6,643,415

The accompanying notes are an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

(Amounts in Singapore dollars unless otherwise stated)

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

1. GENERAL INFORMATION

HGH Holdings Ltd. (formerly known as AA Group Holdings Ltd.) (the “Company”) is a limited liability company domiciled and incorporated in Singapore and is listed on the Singapore Exchange Securities Trading Limited (“SGX-ST”). With effect from 26 June 2020, the name of the Company was changed from AA Group Holdings Ltd. to HGH Holdings Ltd. The address of the Company’s registered office and its principal place of business is located at 60 Benoi Road #03-02, Singapore 629906.

The principal activity of the Company is that of investment holding. The principal activities of the subsidiaries are set out in Note 8.

The financial statements for the year ended 31 December 2020 were authorised for issue in accordance with a resolution of the Board of Directors on 8 April 2021.

2. SIGNIFICANT ACCOUNTING POLICIES

2.1 Impact of COVID-19

The COVID-19 pandemic has affected almost all countries of the world and resulted in border closures, production stoppages, workplace closures, movement control and other measures imposed by various governments. The Group’s significant operation is in Singapore which has been affected by the spread of COVID-19 throughout 2020.

Set out below is the impact of COVID-19 on the Group’s financial performance for the year ended 31 December 2020:

- (i) The Group has assessed that the going concern basis of preparation for this set of financial statements remains appropriate.
- (ii) In 2020, the border closures, work stoppages and office closures have resulted in periods where the Group’s operations were temporarily suspended to adhere to the respective government’s movement control measures. These have negatively impacted the business operations, particularly on the Group’s manufacturing and supply of concrete products as well as the provision of underground cable installation and road reinstatement business segments, resulting in a negative impact on the Group’s financial performance for 2020.
- (iii) During the year the Group received government grants amounting to S\$1,268,785 in relation to the COVID-19 relief measures and support announced in the 2020 Budget. In relation to the property tax rebates and rental rebates received for its leased properties in Note 4, the Group has also passed rental concessions to its tenants.

Rent concessions granted to tenants are classified into the following categories:

- (a) Rent concessions mandated by government

In Singapore, under the COVID-19 (Temporary Measures) Act 2020, landlords are required to provide the following rent concessions to qualifying tenants:

- Transfer the property tax rebates for qualifying properties for the period 1 January 2020 to 31 December 2020; and
- Provide up to two months of rent waiver for qualifying small and medium enterprises (“SME”) tenants.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.1 Impact of COVID-19 (Continued)

(iii) Rent concessions granted to tenants are classified into the following categories: (Continued)

(b) Voluntary rent concession

In addition, the Group has voluntarily offered concessions to its tenants by waiving contractual past due rents.

Rental due but unpaid is presented under “Trade and Other Receivables”. The Group are required by the law to provide mandatory rent concessions to qualifying tenants based on the certain criteria set out in the COVID-19 (Temporary Measures) Act 2020. Rent concessions mandated by the government are recognised as grant expense within “Other expenses”. Rent concessions voluntarily offered by the Group to its tenants by waiving contractual past due rents are accounted for as a ‘forgiveness of rent receivables’ under Note 2.10(iii) for derecognition of financial assets.

The effects of the government grants (including property tax rebates and cash grant) received and the government grant expenses are disclosed in Note 23 and 27 respectively.

(iv) The Group has considered the market conditions (including the impact of COVID-19) as at the reporting date. In making estimates and judgements on the recoverability of the assets as at 31 December 2020. The significant estimates and judgement applied on the impairment of trade receivables, goodwill and investment in subsidiaries are disclosed in this Note.

As the global COVID-19 situation remains very fluid and at date of the authorisation of these financial statements, the Group is unable to reasonably ascertain the full extent of the probable impact of the COVID-19 disruptions on its operating and financial performance going forward. If the situation persists beyond management’s current expectations, the Group’s assets may be required to further write downs in the subsequent financial periods.

2.2 Basis of preparation

The financial statements are prepared in accordance with the Singapore Financial Reporting Standards (International) (“SFRS(I)s”). The financial statements are presented in Singapore dollars (“S\$”) as indicated.

The preparation of the financial statements in conformity with (SFRS(I)s) requires management to exercise its judgements in the process of applying the Group’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management’s best knowledge of current events and actions, actual results may ultimately differ from those estimates. Critical accounting estimates and assumptions used that are significant to the financial statements and areas involving a higher degree of judgement or complexity, are disclosed in this Note 2.30.

(a) Adoption of new or revised standards and Interpretation effective for 2020 calendar year end

On 1 January 2020, the Group adopted the new or amended SFRS(I)s and SFRS(I) Interpretations (“SFRS(I) INT”) that are mandatory for application for the financial year. Changes to the Group’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I)s and SFRS(I) INT.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.2 Basis of preparation (Continued)

(a) Adoption of new or revised standards and Interpretation effective for 2020 calendar year ends (Continued)

Following are the standards and interpretations that are effective for annual periods beginning on or after 1 January 2020:

Descriptions

Amendments to:

- SFRS(I) 1-1 and SFRS(I) 1-8: *Definition of Material*
- SFRS(I) 3: *Definition of a Business*
- SFRS(I) 9, SFRS(I) 1-39 and SFRS(I) 7: *Interest Rate Benchmark Reform*
- Conceptual Framework in SFRS(I) Standards

The adoption of these new or amended SFRS(I)s and SFRS(I) INT did not result in substantial changes to the Group's and Company's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

Following are the standards and interpretations that have been issued but not yet effective:

Descriptions	Effective for annual periods beginning on or after
Amendment to SFRS(I) 16: <i>COVID-19-Related Rent Concessions</i>	1 June 2020
Amendments to SFRS(I) 9, SFRS(I) 1-39 and SFRS(I) 7, SFRS(I) 4, SFRS(I) 16: <i>Interest Rate Benchmark Reform – Phase 2</i>	1 January 2021
Amendment to SFRS(I) 16: <i>COVID-19-Related Rent Concessions beyond 30 June 2021</i>	1 April 2021
Amendments to SFRS(I) 3: <i>Reference to the Conceptual Framework</i>	1 January 2022
Amendments to SFRS(I) 1-16: <i>Property, Plant and Equipment—Proceeds before Intended Use</i>	1 January 2022
Amendments to SFRS(I) 1-37: <i>Onerous Contracts—Cost of Fulfilling a Contract</i>	1 January 2022
Annual Improvements to SFRS(I)s 2018-2020	1 January 2022
- Amendments to SFRS(I) 1 <i>First-time Adoption of SFRS(I)</i>	
- Amendments to SFRS(I) 9 <i>Financial Instruments</i>	
- Amendments to Illustrative Examples accompanying SFRS(I) 16 <i>Leases</i>	
- Amendments to SFRS(I) 1-41 <i>Agriculture</i>	
Amendments to SFRS(I) 1-1: <i>Classification of Liabilities as Current or Non-Current</i>	1 January 2023
SFRS(I) 17 <i>Insurance Contracts</i>	1 January 2023
Amendments to SFRS(I) 10 and SFRS(I) 1-28: <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	To be determined

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.2 Basis of preparation (Continued)

(b) Standards issued but not yet effective

The directors expect that the adoption of the other standards and interpretations above will have no material impact on the financial statements in the period of initial application. The Group has early adopted Amendments to SFRS(I) 16 *Leases*, of which the effect from the early adoption is described below:

Early adoption of Amendments to SFRS(I) 16: COVID-19-Related Rent Concessions

As a result of COVID-19, rent concessions have been granted to lessees. Such concessions might take a variety of forms, including payment holidays and deferred payments.

As Lessee

The Group has elected to early adopt the amendments to SFRS(I) 16 which introduced a practical expedient for a lessee to elect not to assess whether a rent concession is a lease modification, if all of the following conditions are met:

- (a) the change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
- (b) any reduction in lease payments affects only payments originally due on or before 30 June 2021; and
- (c) there is no substantive change to other terms and conditions of the lease.

The Group has elected to apply this practical expedient to all property leases. As a result of applying the practical expedient, rent concessions of \$32,500 was recognised as rental waiver in the profit or loss during the year (as disclosed in Note 13 and 23), which is reflected as "Other Income".

2.3 Group accounting

(i) Subsidiaries

(a) *Basis of consolidation*

Subsidiaries are entities (including special purpose entities) over which the Group has power to govern the financial and operating policies so as to obtain benefits from its activities, generally accompanied by a shareholding giving rise to a majority of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. Subsidiaries are consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date on which control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated but are considered an impairment indicator of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests are shown separately in the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of financial position. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in a subsidiary, even if this results in the non-controlling interests having a deficit balance.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.3 Group accounting (Continued)

(i) Subsidiaries (Continued)

(b) *Acquisition of businesses*

The acquisition method of accounting is used to account for business combinations by the Group.

The consideration transferred for the acquisition of a subsidiary or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interests in the subsidiary measured at their fair values at the acquisition date.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at non-controlling interest's proportionate share of the acquiree's identifiable net assets.

In business combinations achieved in stages, previously held equity interests in the acquiree are remeasured to fair value at the acquisition date and any corresponding gain or loss is recognised in profit or loss.

The excess of (a) the consideration transferred, the amount of any non-controlling interest in the acquiree, and the acquisition-date fair value of any previous equity interest in the acquiree over (b) the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the subsidiary acquired and the measurement of all amounts has been reviewed, the difference is recognised directly in profit or loss as a bargain purchase.

(c) *Disposals of subsidiaries or businesses*

The assets and liabilities of the subsidiary, including any goodwill, are derecognised when a change in the Company's ownership interest in a subsidiary result in a loss of control over the subsidiary. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained earnings if required by a specific Standard.

Any retained interest in the entity is remeasured at fair value. The difference between the carrying amount of the retained investment at the date when control is lost and its fair value is recognised in profit or loss.

(ii) Transactions with non-controlling interests

Non-controlling interest represents the equity in subsidiaries not attributable, directly or indirectly, to owner of the Company.

Changes in the Group's ownership interest in a subsidiary that do not result in a loss of control over the subsidiary are accounted for as transactions with equity owners of the Group. Any difference between the change in the carrying amounts of the non-controlling interest and the fair value of the consideration paid or received is recognised in a separate reserve within equity attributable to the owners of the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.4 Investment in subsidiaries

Investments in subsidiaries are carried at cost less accumulated impairment losses in the Company's statement of financial position. On disposal of investments in subsidiaries, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2.5 Currency translation

(i) Functional and presentation currency

The individual financial statements of each entity are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The consolidated financial statements are presented in Singapore dollars ("S\$"), which is also the functional currency of the Company.

(ii) Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") 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 reporting date. 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 determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are recognised in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operations, which are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity in the consolidated financial statements. The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operation.

(iii) Translation of the Group's financial statements

The assets and liabilities of foreign operations are translated into Singapore dollars at the rate of exchange ruling at the reporting date 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 taken directly to other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in the profit or loss.

2.6 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Cost also includes borrowing costs (see the accounting policy for borrowing costs as set out in this Note 2.14). The cost of an item of property, plant and equipment including subsequent expenditure is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. When significant parts of property, plant and equipment are required to be replaced in intervals, the Group recognises such parts as individual assets with specific lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance expenses are recognised in profit or loss when incurred.

After initial recognition, property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.6 Property, plant and equipment (Continued)

Depreciation of property, plant and equipment are calculated using the straight-line method to write-off the cost of the assets over their estimated useful lives as follows:

	<u>Useful lives (Years)</u>
Leasehold industrial buildings	22
Electrical and installation	10
General tools and moulds	10
Plant and machinery	4 – 15
Furniture, fittings and equipment	1 – 10
Motor vehicles	5 – 10

The estimated useful life and depreciation method are reviewed, and adjusted as appropriate, at each reporting date to ensure that the amount, method and period of depreciation are consistent with the expected pattern of economic benefits from items of property, plant and equipment. Fully depreciated assets are retained in the financial statements until they are no longer in use.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The gain or loss on retirement or disposal is determined as the difference between any sales proceeds and the carrying amounts of the asset and is recognised in the profit or loss within “Other income / (expenses)”.

2.7 Intangible assets

(i) Goodwill on acquisitions

Goodwill on acquisitions of subsidiaries and businesses represents the excess of (i) the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over (ii) the fair value of the net identifiable assets acquired.

Goodwill is recognised separately on the face of consolidated statement of financial position and carried at cost less accumulated impairment losses.

Gains and losses on the disposal of subsidiaries include the carrying amount of goodwill relating to the entity sold.

Goodwill is tested for impairment annually and whenever there is an indication that the cash-generating unit may be impaired. For the purpose of impairment testing of goodwill, goodwill is allocated to each of the Group’s cash-generating units (“CGU”) expected to benefit from synergies arising from the business combination. Impairment is determined for goodwill by assessing the recoverable amount of each CGU to which the goodwill relates. Where the recoverable amount of the CGU is less than the carrying amount of CGU, an impairment loss is recognised in profit or loss. The recoverable amount of a CGU is the higher of the CGU’s fair value less cost to sell and value-in-use. The total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU on pro-rata basis of the carrying amount of each asset in the CGU. Impairment loss recognised for goodwill is not reversed in subsequent periods.

Where goodwill forms part of a CGU and part of the operation within that cash-generating unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative fair values of the operations disposed of and the portion of the CGU retained.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.7 Intangible assets (Continued)

(ii) Other intangible assets

Customer relationship

Customer relationship acquired in a business combination that qualifies for separate recognition are recognised as intangible asset at fair value.

Customer relationship is subsequently stated at cost less accumulated amortisation and accumulated impairment losses. Customer relationship has finite useful life and it is amortised using straight-line method over useful life of 5 years.

Acquired software license

Acquired computer software licenses are initially capitalised at cost which includes the purchase prices (net of any discounts and rebates) and other directly attributable costs of preparing the asset for its intended use.

Computer software license are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over their estimated useful life of 2 years.

The carrying amounts of intangible assets are reviewed for impairment as described in Note 2.9 when events or changes in circumstances indicate that the carrying amount may not be recoverable.

The useful life and amortisation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis. The effect of any revision are recognised in profit or loss when the changes arise.

Intangible assets are derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is included in profit or loss in the period in which the asset is derecognised.

2.8 Investment properties

Investment properties are industrial properties and land use right that are held for long term rental yields and / or for capital appreciation.

Investment properties are initially measured at cost, including transaction costs.

Investment properties are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated using a straight-line method to allocate the depreciable amounts over the estimated remaining useful lives of 19 years. The useful lives and depreciation method of investment properties are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are included in profit or loss when the changes arise.

Investment properties are subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are recognised in profit or loss. The cost of maintenance, repairs and minor improvements is recognised in profit or loss when incurred.

On disposal of an investment property, the difference between the disposal proceeds and the carrying amount is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.9 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 such indication exists, or when an annual impairment assessment 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 ("CGU")'s fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely dependent on those from other assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded subsidiaries or other available fair value indicators.

The Group bases its impairment calculation on detailed budgets and forecast calculations which are prepared separately for each of the Group's CGU to which the individual assets are allocated. These budgets and forecasts calculations are generally covering a period of five years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the fifth years.

Impairment losses are recognised in profit or loss in those expense categories consistent with the function of the impaired asset, 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.

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the recoverable amount of an asset since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. This 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 the profit or loss.

2.10 Financial assets and liabilities

(i) Initial recognition and measurement

Trade receivables are initially recognised when they are originated. Other financial assets and financial liabilities are recognised on the statement of financial position when, and only when, the Group becomes a party to the contractual provisions of the financial instrument.

Trade receivables without financing component is initially measured at the transaction price in accordance with SFRS(I) 15. Other financial assets or financial liabilities are initially recognised at fair value plus, in the case of financial assets or liabilities not at fair value through profit or loss, directly attributable transaction costs.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.10 Financial assets and liabilities (Continued)

(ii) Classification and subsequent measurement

Financial assets

Financial assets are classified and subsequently measured at amortised cost or fair value on the basis of the entity's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets, at the following categories:

- Amortised costs
- Fair value through Other Comprehensive Income (FVOCI) – Debt investments
- FVOCI – Equity investments
- Fair value through profit or loss (FVPL)

Financial assets are not reclassified after initial recognition unless the Group changes its business model for managing the financial assets, in which case such reclassification will be applied prospectively from the reclassification date.

Financial assets at amortised costs

Unless designated at FVPL, financial assets are measured at amortised costs if:

- It is held within a business model with an objective to hold the assets to collect contractual cash flows; and
- Its contractual cash flows comprise of solely principal and interest on the principal amount outstanding.

These assets, mainly trade and other receivables, other current assets (excludes prepayments) and cash and bank balances, are subsequently measured at amortised costs using the effective interest rate method, which is reduced by impairment losses. Interest income, foreign exchange differences, and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Equity investments at FVOCI

Unless held-for-trading, the Group may irrevocably elect on initial recognition, on an investment-by-investment basis, to present subsequent changes of fair value of the equity investments in OCI.

These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses (including changes in fair value) are recognised in OCI which will never be reclassified to profit or loss.

Financial liabilities

Financial liabilities are subsequently measured at amortised costs unless it is held for trading (including derivative liabilities), or designated as financial liabilities at FVPL on initial recognition to significantly reduce accounting mismatch or when a group of financial liabilities are managed whose performance is evaluated on a fair value basis.

Financial liabilities at amortised costs are subsequently measured at amortised costs using the effective interest rate method. Interest expense and foreign exchange differences are recognised in profit or loss. These financial liabilities mainly comprise trade and other payables (excluding contract liabilities and GST payables), lease liabilities from financial institutions, lease liabilities and bank borrowings.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.10 Financial assets and liabilities (Continued)

(ii) Classification and subsequent measurement (Continued)

Financial liabilities (Continued)

Financial liabilities at FVPL are measured at fair value with net gains and losses (including interest expense) recognised in profit or loss. Directly attributable transaction costs are recognised in profit or loss as incurred.

As at the reporting date, the Group does not have other categories of financial liabilities except for financial liabilities at amortised cost.

(iii) Derecognition

Financial assets

Financial assets are derecognised when the contractual rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial assets. On derecognition of a financial asset in its entirety, the difference between the carrying amount measured at the derecognition date and the sum of the consideration received is recognised in profit or loss.

All regular way purchases and sales of financial assets are recognised or derecognised on the trade date, i.e. the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of the assets within the period generally established by regulation or convention in the marketplace concerned.

Financial liabilities

A financial liability is derecognised when the obligation specified in the contract is discharged, cancelled or expires. The Group also derecognises a financial liabilities when its terms are modified and the cash flows of the modified liability are substantially different, in which case, a new financial liability on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount of the financial liabilities extinguished, or transferred and the consideration paid (including non-cash transferred or liabilities assumed) is recognised in profit or loss.

(iv) Offsetting

Financial assets and liabilities are offset and the net amount reported on the statement of financial position when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.11 Impairment of financial assets

The Group applies impairment model in SFRS(I) 9 to measure the Expected Credit Losses (ECL) of the following categories of assets:

- Financial assets at amortised costs;
- Contract assets (determined in accordance with SFRS(I) 15);
- Lease receivables; and
- Intragroup financial guarantee contracts ("FGC").

ECLs are probability-weighted estimates of credit losses, which are measured at the present value of all cash shortfalls (difference between the cash flows due to the Group in accordance with the contracts and the cash flows that the Group expects to receive), discounted at effective interest rate of the financial asset. The expected cash flows include cash flows from the sale of collaterals held, if any, or other credit enhancements that are integral to the contractual terms.

Loss allowances of the Group are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument or contract asset.

Simplified approach

The Group applies the simplified approach to provide for ECLs for all trade receivables (including lease receivables) and contract assets. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

General approach

The Group applies the general approach to provide for ECLs on all other financial instruments and FGCs. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Group assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment that includes forward-looking information.

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 180 days past due.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.11 Impairment of financial assets (Continued)

Definition of default

The Group considers a financial asset to be in default when:

- The borrower is unlikely to pay its credit obligation in full, without recourse by the Group; or
- The financial asset is more than 90 days past due.

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- significant financial difficulty of the issuer or the borrower;
- a breach of contract, such as a default or being past due for more than 180 days;
- the restructuring of a loan advances or past due lease receivables that the Group would not consider otherwise;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

Write-off

The Group writes off the gross carrying amount of a financial assets to the extent that there is no realistic prospect of recovery, for example when the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the Group.

2.12 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on a first-in-first out method. The cost of finished goods comprises cost of raw materials, direct labour, other direct costs and related production overheads but excludes borrowing costs.

Net realisable value represents the estimated selling price for the inventories less all estimated costs of completion and costs necessary to make the sale. Allowance is made for obsolete, slow moving and defective inventories.

2.13 Borrowings

Borrowings are presented as current liabilities unless the Group has an unconditional right to defer settlement for at least 12 months after the reporting date, in which case they are presented as non-current liabilities. Borrowings are initially recorded at fair value, net of transaction costs incurred and carried for at amortised cost using the effective interest method. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

Borrowings which are due to be settled within twelve months after the reporting date are included in current borrowings in the statement of financial position even though the original term was for a period longer than twelve months and an agreement to refinance, or to reschedule payments, on a long-term basis is completed after the reporting date and before the financial statements are authorised for issue.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.14 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 cost are capitalised until the assets are substantially completed for their intended use or sale. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2.15 Leases

The Group assesses whether a contract is or contains a lease, at inception of the contract. A contract contains a lease if the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

(i) As lessor

Leases where the Group retains substantially all the risks and rewards incidental of ownership are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same bases as rental income. The accounting policy for rental income is set out in Note 2.20. Contingent rents are recognised as revenue in the period in which they are earned.

Operating leases

The Group acts as intermediate lessor and sublet part of its leasehold industrial buildings as allowed by the lessor, JTC Corporation.

In classifying a sublease, the Group as an intermediate lessor classifies the sublease as a finance or an operating lease with reference to the right-of-use asset arising from the head lease, rather than the underlying asset.

The sublease periods do not form a major part of the remaining terms under the head lease of land with JTC Corporation and accordingly, the sub-leases are classified as operating leases.

When the sublease is assessed as an operating lease, the Group recognises lease income from sublease in profit or loss within "Revenue – Rental income from leasehold industrial buildings". The right-of-use asset relating to the head lease is not derecognised.

For contract which contains lease and non-lease components, the Group allocates the consideration based on a relative stand-alone selling price basis.

(ii) As lessee

At the lease commencement date, the Group recognises a Right-of-Use (ROU) asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases and low-value leases as described below.

ROU asset

ROU assets are initially measured at cost, which comprise initial amount of lease liability, any lease payment made at or before commencement date, plus initial direct costs incurred, less lease incentives received. Initial direct costs are costs that would not have been incurred if the lease had not been obtained.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.15 Leases (Continued)

(ii) As lessee (Continued)

ROU asset (Continued)

Whenever the Group incurs obligations for costs to dismantle and remove a leased asset, restore the site or the underlying asset to the condition required by the terms and conditions of the lease contract, a provision is recognised and measured under SFRS(I)1-37; and included in the carrying amount of the ROU assets to the extent that the costs relate to a ROU asset.

ROU assets are subsequently measured at cost less accumulated depreciation and impairment losses. ROU assets are depreciated from commencement date to the earlier of end of lease terms and useful life of the ROU assets. In addition, the ROU assets are also adjusted for certain remeasurement of lease liability.

ROU assets are presented as a separate line item on the statement of financial position.

Lease liability

Lease liability is initially measured at the present value of lease payments discounted using interest rate implicit in the lease, or if that rate cannot be readily determined, the lessee's incremental borrowing rate. Generally, the Group uses the incremental borrowing rate as the discount rate, which is estimated by reference to interests' rates from various external financing sources for similar terms such as lease terms, type of assets leases and economic environment.

The following lease payments are included in the measurement of lease liability:

- Fixed payment (including in-substance fixed payments), less any lease incentives receivables;
- Variable lease payment that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amount expected to be payable under residual value guarantees;
- The exercise price of a purchase option if it is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease liability is measured at amortised cost using effective interest method. Remeasurement of lease liability (and corresponding adjustment to ROU asset, or to profit or loss when the ROU asset has been reduced to zero) is required when there is:

- a change in future lease payments arising from changes in an index or rate, in which case the initial discount rate is used;
- a change in the Group's assessment of whether it will exercise an extension or termination option, in which case a revised discount rate is used; or
- modification in the scope or the consideration of the lease that was not part of the original term and not accounted for as separate lease, in which case a revised discount rate at effective date of modification is used.

The Group presents the lease liabilities as a separate line item on the statement of financial position.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.15 Leases (Continued)

(ii) As lessee (Continued)

Exemption

The following leases / lease payments are not included in lease liabilities and ROU asset:

- The Group has elected not to recognise ROU asset and lease liabilities for short term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For such leases, the Group recognises the lease payments in profit or loss as an operating expense on a straight-line basis over the lease term.
- Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Group shall recognise those lease payments in profit or loss in the periods that triggered those lease payments.

COVID-19 Rent concessions

The Group has applied the practical expedients under Amendments to SFRS(I) 16: *COVID-19-Related Rent Concessions* and hence is not required to assess whether eligible rent concessions that are direct consequence of the COVID-19 are lease modifications. The Group applies the practical expedient to all leases and recognise the effect in profit or loss as other income.

2.16 Provisions

General

A provision is recognised when the Group has a present obligation, legal or constructive, as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each reporting date 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. Where 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.

Warranty provision

Provisions for warranty related costs are recognised when the Group has a present legal or constructive obligation as a result of past event, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. The Group recognises the estimated liability to rectify defects still under warranty at the reporting date. This provision is calculated based on historical experience of the level of rectification.

2.17 Financial guarantees

Financial guarantee contracts are initially recognised as a liability at their fair values, adjusted for transaction costs directly attributable to the issuance of the guarantees.

Financial guarantee contracts are initially measured at fair value plus transaction costs and subsequently measured at the higher of:

- premium received on initial recognition less the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15; and
- the amount of expected loss computed using the impairment methodology under SFRS(I) 9.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.18 Share capital

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

2.19 Revenue from contracts with customers

The Group recognises revenue when (or as) a performance obligation is satisfied, i.e. when ‘control’ of the goods or services underlying the particular performance obligation is transferred to the customers, at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group concludes that it is acting as a principal in the provision of goods or services in its contracts with customers.

- Revenue from sale of goods is recognised upon transfer of control to the customers, usually at the point in time when the goods have been delivered to customers. The Group normally invoices the customers upon delivery of the goods with 30 to 60 days credit term.
- Revenue from rendering of service income (inventory management and warehousing) are recognised over time on a straight-line basis for contracts with fixed rate per unit of service as these represent series of repetitive services. The Group also provides transportation services within the “Supply and manufacturing of ready-mix concrete products” segment, and such service contracts provides for fixed rate per unit of service, revenue is recognised on invoiced value as it represents an amount that corresponds directly with the value to the customer of the Group’s performance completed to date, as allowed by practical expedient in SFRS(I) 15.
- Revenue from the contract project (i.e. civil and associated works, such as underground cable installation and road reinstatements) is recognised over time as it creates or enhances assets controlled by the customers, by using an output method to measure progress towards complete satisfaction of the performance obligation.

2.20 Other revenue

Rental income from operating lease (net of any incentives given to the lessees) is recognised on a straight-line basis over the lease term as set out in the specific lease agreement.

2.21 Other income

- Interest income is recognised on a time proportion basis using the effective interest method.
- Dividend income is recognised when the right to receive payment is established.
- Parking fees and related charges are accounted for when transacted.

2.22 Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all terms and conditions relating to the grants have been complied with.

Government grants receivable are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Government grants relating to expenses are shown separately as other income.

When the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.23 Jobs credit scheme

Cash grants received from the government in relation to the Jobs Credit Scheme are recognised as income upon receipt.

2.24 Employees' benefits

(i) Retirement benefits

The Group makes contribution to the Central Provident Fund (CPF) Scheme in Singapore, a defined contribution retirement schemes.

Obligations for contributions to defined contribution retirement plans are recognised as an expense in the period in which the related service is performed.

(ii) Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability as a result of services rendered by employees up to the reporting date.

(iii) Termination benefits

Termination benefits are those benefits which are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without the possibility of withdrawal, or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after reporting date are discounted to present value.

2.25 Income tax

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

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using tax rates and tax laws that have been substantially enacted by the reporting date 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.

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

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries associates and joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.25 Income tax (Continued)

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised, based on tax rates and tax laws that have been enacted or substantively enacted by the reporting date. Deferred tax is charged or credited to profit or loss, except when it relates to items charged or credited directly to other comprehensive income or equity, in which case the deferred tax is also dealt with in other comprehensive income or equity.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

2.26 Dividends

Interim dividends are recorded in the financial year in which they are declared payable. Final dividends are recorded in the financial year in which the dividends are approved by the shareholders.

2.27 Related parties

A related party is defined as follows:

- (a) A person or a close member of that person's family is related to the Company if that person:
 - (i) Has control or joint control over the Company;
 - (ii) Has significant influence over the Company; or
 - (iii) Is a member of the key management personnel of the Company or of a parent of the Company.
- (b) An entity is related to the Company if any of the following conditions applies:
 - (i) The entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - (iii) Both entities are joint ventures of the same third party.
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) The entity is a post-employment benefit plan for the benefit of employees of either the Company or an entity related to the Company.
 - (vi) The entity is controlled or jointly controlled by a person identified in (a).
 - (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
 - (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.28 Cash and cash equivalents

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand, deposits with financial institutions, and short term, highly liquid investments readily convertible to known amounts of cash and subjected to an insignificant risk of changes in value.

2.29 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker, which in the case is the Chief Executive Officer of the Group, who is responsible for allocating resources and assessing performance of the operating segments.

2.30 Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

(i) Critical judgements in applying the entity's accounting policies

In the process of applying the Group's accounting policies, the application of judgements that are expected to have a significant effect on the amounts recognised in the financial statements are discussed below:

(a) *Impairment of financial assets*

Impairment allowance for financial assets measured at amortised costs are applied using the ECL model, which requires assumptions of risk of default and expected loss rates. The Group uses judgement in making these assumptions and determining key inputs to the impairment calculation, taking into account the Group's past history, existing market conditions as well as forward-looking information relating to industry, market development and macroeconomic factors. Expected loss rate is based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, geographical location, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate. The key assumptions and inputs used are disclosed in Note 32(iii).

(b) *Classification between Investment Properties and Owner-occupied Properties*

The Group determines whether a property qualifies as an investment property, and has developed a criterion in making that judgement. Investment property is a property held to earn rentals or for capital appreciation or both. Therefore, the Group considers whether a property generates cash flows largely independent of the other assets held by the Group. Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as investment property.

In prior years, the Group provided ancillary services to the occupants of the industrial complex it holds. Upon readjustment of the Group's business focus in light of manpower shortage during the COVID-19 situation, the Group has decided to cease the ancillary warehousing services which were previously included as part of the operating leases with its tenants, effectively on 1 January 2020. As a result of this change in the business directions, the industrial complex meets the definition of investment property. As the Group uses cost model, the transfer from owner-occupied property to investment property does not result in a change in the carrying amount of the property transferred. Accordingly, the transfer of property at net carrying amount of S\$59,728,085 on 1 January 2020 has been effected and disclosed in Note 3, 4 and 5.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.30 Critical accounting estimates, assumptions and judgements (Continued)

(i) Critical judgements in applying the entity's accounting policies (Continued)

(b) *Classification between Investment Properties and Owner-occupied Properties (Continued)*

Substantial areas of the industrial complex and the attached land use right are solely held to earn rentals and / or for capital appreciation with an inconsiderable area of the properties being used for production or supply of goods or services or for administrative purposes by the entities within the Group.

(ii) Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the financial year that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

(a) *Impairment of goodwill*

Goodwill is tested for impairment annually and whenever there is indication that the goodwill may be impaired. The recoverable amount of the CGU to which goodwill has been allocated is based on value in use ("VIU") calculation. VIU is based on cash flow forecast, the preparation of which requires management to use assumptions and estimates relating budgeted growth margin, revenue growth rate, perpetual growth rate and discount rate of each CGU. Changes to the assumptions and estimates used could result in changes in the carrying amount of the goodwill.

The carrying amount of the goodwill as at 31 December 2020 and further details on the impairment testing of goodwill including management's key assumptions and sensitivity analysis are disclosed in Note 7.

(b) *Impairment of investments in subsidiaries*

The Company assesses at each reporting date whether there is any objective evidence that the investments in subsidiaries are impaired. To determine whether there is objective evidence of impairment, the Company considers factors such as the subsidiaries' financial performance and financial position and the overall economic environment.

The carrying amount of the investments in subsidiaries as at 31 December 2020 is disclosed in Note 8.

(c) *Useful lives of property, plant and equipment*

Property, plant and equipment are depreciated on a straight-line basis over their estimated economic useful lives. Management estimates the useful lives of the leasehold industrial buildings to be within 22 years and 1 to 15 years for other assets. Changes in the expected level of usage and technological developments could impact the economic useful lives of these assets, therefore, future depreciation charges could be revised.

A 10% difference in the expected useful lives of the property, plant and equipment from management's estimates would result in approximately 1% (2019: 6%) variance in the Group's loss (2019: Group's loss) for the year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

3. PROPERTY, PLANT AND EQUIPMENT

Group	Leasehold Industrial Buildings S\$	Electrical and Installation S\$	General Tools and Moulds S\$	Plant and Machineries S\$	Furniture, Fittings and Equipment S\$	Motor Vehicles S\$	Total S\$
Cost							
As at 1 January 2019	63,000,000	8,424	194,870	284,104	32,057	1,871,628	65,391,083
Additions	–	–	2,500	–	7,610	–	10,110
Disposals	–	–	–	–	–	(271,747)	(271,747)
Written off	–	–	–	(168,228)	–	–	(168,228)
As at 31 December 2019	63,000,000	8,424	197,370	115,876	39,667	1,599,881	64,961,218
As at 1 January 2020	63,000,000	8,424	197,370	115,876	39,667	1,599,881	64,961,218
Transfer to investment properties (Note 4)	(61,758,365)	–	–	–	–	–	(61,758,365)
Additions	–	–	–	–	15,300	41,111	56,411
Disposals	–	–	–	–	–	(85,578)	(85,578)
Written off	–	–	–	–	(11,337)	–	(11,337)
As at 31 December 2020	1,241,635	8,424	197,370	115,876	43,630	1,555,414	3,162,349
Less: Accumulated depreciation and impairment loss							
As at 1 January 2019	5,307,368	8,424	14,814	95,037	10,701	427,778	5,864,122
Depreciation for the year (Note 27)	2,863,144	–	61,702	101,948	11,656	332,750	3,371,200
Impairment loss charged (Note 27)	–	–	–	–	–	54,582	54,582
Disposals	–	–	–	–	–	(152,212)	(152,212)
Written off	–	–	–	(168,228)	–	–	(168,228)
As at 31 December 2019	8,170,512	8,424	76,516	28,757	22,357	662,898	8,969,464
As at 1 January 2020	8,170,512	8,424	76,516	28,757	22,357	662,898	8,969,464
Transfer to investment properties (Note 4)	(8,012,277)	–	–	–	–	–	(8,012,277)
Depreciation for the year (Note 27)	56,351	–	57,449	64,000	24,009	276,927	478,736
Disposals	–	–	–	–	–	(74,430)	(74,430)
Written off	–	–	–	–	(11,337)	–	(11,337)
As at 31 December 2020	214,586	8,424	133,965	92,757	35,029	865,395	1,350,156
Net carrying amount							
As at 31 December 2020	1,027,049	–	63,405	23,119	8,601	690,019	1,812,193
As at 31 December 2019	54,829,488	–	120,854	87,119	17,310	936,983	55,991,754

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

3. PROPERTY, PLANT AND EQUIPMENT (Continued)

- (a) Net book value of property, plant and equipment pledged as security

At the reporting date, the net book value of property, plant and equipment pledged as security are as follows:

	Group	
	2020 S\$	2019 S\$
Pledged to secure banking facilities granted to the Group (Note 13)		
- Leasehold industrial buildings	1,027,049	54,829,488
Acquisition financed by leasing from financial institution (Note 14)		
- Furniture, fittings and office equipment	3,325	11,225
- Motor vehicles	52,620	132,005
	1,082,994	54,972,718

Significant portions of the leasehold industrial buildings were transferred from 'property, plant and equipment' to 'investment properties' due to the change in use following the Group's business focus as disclosed in Note 2.30(i)(b). The carrying amount of the properties immediately before the transfer was S\$53,746,088.

- (b) Impairment loss

In the previous financial year, impairment loss amounted S\$54,582 on certain motor vehicles was recognised in the profit or loss as to reduce the carrying amount of these motor vehicles to their fair value less costs to sell. No impairment charge was made in the current financial year.

4. INVESTMENT PROPERTIES

Group	Leasehold Industrial Building S\$	Leasehold Land S\$	Total S\$
Cost			
As at 1 January 2020	–	–	–
Transfer from property, plant and equipment (Note 3) (Note A)	61,758,365	–	61,758,365
Transfer from right-of-use assets (Note 5)	–	6,288,766	6,288,766
As at 31 December 2020	61,758,365	6,288,766	68,047,131
Less: Accumulated depreciation			
As at 1 January 2020	–	–	–
Transfer from property, plant and equipment (Note 3) (Note A)	8,012,277	–	8,012,277
Transfer from right-of-use assets (Note 5)	–	306,769	306,769
Depreciation for the year (Note 27)	2,802,824	306,769	3,109,593
As at 31 December 2020	10,815,101	613,538	11,428,639
Net carrying amount			
As at 31 December 2020	50,943,264	5,675,228	56,618,492

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

4. INVESTMENT PROPERTIES (Continued)

Note A

During the financial year, the leasehold industrial buildings disclosed in Note 3 were transferred to investment properties because it was no longer used by the Group to provide inventory management and warehousing services to third parties. The management has decided that apart of the portion that the Group uses for the production or supply of goods and services or for administrative purpose, the industrial complex will be used to earn rentals.

Details of the Group's leasehold industrial buildings

As at 31 December 2020, the Group's leasehold industrial buildings relate to the purpose-built industrial complex on the land leased from JTC Corporation (previously included in right-of-use assets in Note 5), detailed as follows:

Address	Description and Use	Remaining Tenure of Land Lease
EMS Building 60 Benoi Road, Singapore 629906	Two adjoining two storey detached factories, a single-storey detached warehouse with a mezzanine level, three storey office block and two former plant house	Total lease term of 60 years commencing 1 July 1979 (i.e. unexpired term of approximately 19 years (2019: 20 years)).

The investment properties of the Group are pledged to secure banking facilities granted to the Group as disclosed in Note 13.

	Group	
	2020 S\$	2019 S\$
Income statement		
Rental income from investment properties	7,584,571	3,576,976
Direct operating expenses (including repairs and maintenance) arising from:		
- Rental generating properties	1,385,812	1,449,133
As at the end of the reporting year, future minimum lease receivables under non-cancellable operating leases are as follows:		
	2020 S\$	2019 S\$
Future minimum lease receivables		
Within one year	4,644,538	3,099,130
After one year but not later than five years	3,232,970	1,688,650
	7,877,508	4,787,780

The Company has entered into operating lease arrangements on its investment properties. These non-cancellable leases have remaining lease terms of between 1 to 5 years. The leases have varying terms and renewals rights.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

5. RIGHT-OF-USE ASSETS

Group	Leasehold Land S\$	Factory S\$	Plant S\$	Total S\$
Cost				
Balance as at 1 January 2019	6,288,766	314,664	454,985	7,058,415
Currency translation difference	–	(571)	–	(571)
As at 31 December 2019	6,288,766	314,093	454,985	7,057,844
As at 1 January 2020	6,288,766	314,093	454,985	7,057,844
Transfer to investment properties (Note 4)	(6,288,766)	–	–	(6,288,766)
Currency translation difference	–	190	–	190
As at 31 December 2020	–	314,283	454,985	769,268
Less: Accumulated depreciation				
Balance as at 1 January 2019	–	–	–	–
Charge for the year (Note 27)	306,769	60,324	188,269	555,362
Currency translation difference	–	(85)	–	(85)
As at 31 December 2019	306,769	60,239	188,269	555,277
Balance as at 1 January 2020	306,769	60,239	188,269	555,277
Transfer to investment properties (Note 4)	(306,769)	–	–	(306,769)
Currency translation difference	–	190	–	190
As at 31 December 2020	–	60,429	188,269	248,698
Less: Impairment loss				
Balance as at 1 January 2019	–	–	–	–
Impairment loss (Note 24)	–	253,854	266,716	520,570
As at 31 December 2019, 1 January 2020 and 31 December 2020	–	253,854	266,716	520,570
Net carrying amount				
As at 31 December 2020	–	–	–	–
As at 31 December 2019	5,981,997	–	–	5,981,997

As disclosed in Note 3, the Group leases land from JTC Corporation, on which the Group built the industrial building complex (included in “Property, Plant and Equipment – Leasehold Industrial Buildings” and “Investment Property”), for fixed lease payments.

In addition, the Group leases its concrete precast factory in Malaysia and its ready-mix concrete batching plant in Singapore from third parties with remaining lease term of 4 years and 1.5 years respectively as at 1 January 2020. Included in the lease term of the factory is 3 years extension option that the Group is reasonably certain to exercise.

Except for restriction on sub-leasing, there are no restrictions or covenants imposed by the lease contracts.

The corresponding lease liabilities is disclosed in Note 15.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

5. RIGHT-OF-USE ASSETS (Continued)

Impairment loss on right-of-use assets

Management has performed impairment testing of the CGUs which includes the right-of-use assets for the factory and the plant acquired in prior years through business combination. Full impairment loss on these right-of-use assets amounting to S\$520,570 has been recognised in the previous financial year. These impairment charges, included in 'Other expense' captions, relates to 2 separate segments (Note 31) as the management does not expect to achieve profitability and generate positive cashflows for these 2 segments within the remaining lease terms.

6. INTANGIBLE ASSETS

Group	Customer relationships S\$	Software S\$	Total S\$
Cost			
As at 1 January / 31 December 2019 / 1 January 2020	4,589,126	–	4,589,126
Addition	–	41,500	41,500
As at 31 December 2020	4,589,126	41,500	4,630,626
Accumulated amortisation			
As at 1 January 2019	906,965	–	906,965
Charge for the year	917,825	–	917,825
As at 31 December 2019	1,824,790	–	1,824,790
As at 1 January 2020	1,824,790	–	1,824,790
Charge for the year	917,825	1,729	919,554
As at 31 December 2020	2,742,615	1,729	2,744,344
Net carrying amount			
As at 31 December 2020	1,846,511	39,771	1,886,282
As at 31 December 2019	2,764,336	–	2,764,336

Customer relationships

Customer-related intangible assets comprise of Customer Contracts ("CC") and Non-Contractual Customer Relationships ("NCCR").

CC, acquired in the Group's acquisition of business of Engineering Manufacturing Services (S) Pte Ltd in 2017, amounted to S\$577,160 (2019: S\$1,071,868). The remaining amortisation periods of CC as at 31 December 2020 are 13 months (2019: 25 months).

NCCR, acquired in the Group's acquisition of business of Poh Huat Heng Corporation Pte. Ltd. ("PHH") in 2018, amounted to S\$1,269,351 (2019: S\$1,692,468). The remaining amortisation periods of NCCR as at 31 December 2020 was 36 months (2019: 48 months).

Software

Software relates to a computer software acquired by the Group to automate its concrete batching plant.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

6. INTANGIBLE ASSETS (Continued)

Impairment on intangible assets

No impairment indicator is noted for CC in the current and previous financial year.

During the year, management has performed impairment test on PHH as a CGU. No impairment was made for NCCR. Details of the impairment assessment of PHH as a CGU are disclosed in Note 7.

7. GOODWILL

	Group	
	2020 S\$	2019 S\$
Cost		
Balance at 1 January / 31 December	4,739,047	4,739,047
Less: Impairment losses		
Balance at 1 January	(2,232,625)	(1,108,095)
Impairment loss charged to profit or loss (Note 24)	(2,506,422)	(1,124,530)
Balance at 31 December	(4,739,047)	(2,232,625)
Net carrying amount	–	2,506,422

Impairment testing of goodwill

For the purpose of impairment testing, goodwill has been allocated to the respective CGUs relating to the respective operating segments as follows:

	Group	
	2020 S\$	2019 S\$
Provision of underground cable installation and road reinstatement segment		
- Poh Huat Heng Corporation Pte. Ltd.	#2,506,422	–
Manufacturing of precast concrete products segment		
- W&P Precast Pte. Ltd. ("WPP")	*1,108,095	*1,108,095
Supply and manufacturing of ready-mix concrete products segment		
- Premium Concrete Pte. Ltd. (formerly known as W & P Corporation Pte. Ltd.) ("PC")	^1,124,530	^1,124,530
	4,739,047	2,232,625

Fully impaired in current financial year, mainly due to lesser than expected awarded contracts.

^ Fully impaired in 2019, mainly due to continuous losses and reduced margins.

* Fully impaired in prior years, mainly due to the reducing trends in revenue, lack of stable customers' pool and the gross margin eroded by stiff competition.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

7. GOODWILL (Continued)

Impairment testing of goodwill (Continued)

The impairment on assets within the CGU was recognised in the profit or loss within “Other expenses” Note 24, as detailed below:

	Carrying amount subject to impairment S\$	Impairment during the year (Note 24) S\$	Carrying amount after impairment S\$
2020			
Goodwill	2,506,422	(2,506,422)	–
Intangible asset (NCCR) (Note 6)	1,269,351	–	1,269,351
Plant and equipment	320,532	–	320,532
	4,096,305	(2,506,422)	1,589,883
2019			
Goodwill	3,630,952	(1,124,530) *	2,506,422
Intangible asset (NCCR) (Note 6)	1,692,468	–	1,692,468
Plant and equipment	822,561	–	822,561
Right-of-use assets (Note 5)	266,716	(266,716) *	–
	6,412,697	(1,391,246)	5,021,451

* Represents full impairment made on the CGU of PC.

Key assumptions

The recoverable amounts of the CGUs have been determined based on value in use calculations using cash flow projections from financial budgets approved by management covering a five-year period. The pre-tax discount rate applied to the cash flow projections, budgeted gross margins, forecasted growth rates and the perpetual growth rates used to extrapolate cash flow projections beyond the five-year period are as follows:

	PHH		PC	
	2020	2019	2020	2019
	%	%	%	%
Gross margin	39.0	28.0	–	16.0
Growth rate:				
- Year 1	3,249.0 ⁽¹⁾	101.0 ⁽¹⁾	–	1.0
- Year 2 to 5 ⁽²⁾	1.0	1.0	–	1.0
Perpetual growth rate	0.0	0.0	–	0.0
Discount rate	10.30	9.90	–	9.90

(1) PHH's revenue is driven by projects secured. Management estimates the revenue for 2021 and 2020 based on the estimated tendered contract value of project that PHH is confident to secure from its major customer with long-term business relationship, which will be completed over the next 1 to 2 years.

(2) The revenue for 2022 to 2025 (2019: 2021 to 2024) are projected based on long-term average growth rates of the industries and markets in which the CGUs operate.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

7. GOODWILL (Continued)

Impairment testing of goodwill (Continued)

Key assumptions (Continued)

Management believes that the level of revenue included in the 4-year budget and forecasts represents sustainable level of revenue in view of the historical track records over the recent years.

Gross margin is budgeted based on the historical track records for the past 3 years (2019: 4 years).

The discount rate represents the current market assessment of the risks specific to each CGU industry.

Based on the above value in use calculations performed by management in relation to the CGUs of PHH (2019: PHH and PC), the recoverable amounts of the respective CGUs were determined to be in excess of their carrying amounts.

Sensitivity analysis

The sensitivity of the VIU of PHH to a reasonably possible change in each of the key inputs is as follow:

	Increase / decrease in VIU	
	2020	2019
	S\$	S\$
	(Note A)	
Gross margin		
- increase by 3% (2019: 7%)	1,392,000	7,197,000
- decrease by 3% (2019: 7%)	(1,025,000)	(7,197,000)
Discount rate		
- increase by 1% (2019: 1%)	(172,000)	(1,097,000)
- decrease by 1% (2019: 1%)	181,000	1,344,000

Note A

Assuming that the other variables remain constant, the decrease in gross margin by 7% would result in an impairment loss of approximately S\$349,000. The outcome of the sensitivity analysis from the change of the other key assumptions (higher gross margin and changes in discount rate) would not result in a materially different outcome of the impairment test.

8. SUBSIDIARIES

	Company	
	2020	2019
	S\$	S\$
Unquoted equity shares, at cost		
Balance at 1 January / 31 December	36,700,002	36,700,002
Less: Accumulated impairment loss		
Balance as at 1 January	(2,700,000)	–
Impairment loss (Note (b))	(7,467,000)	(2,700,000)
Balance as at 31 December	(10,167,000)	(2,700,000)
Net carrying amount	26,533,002	34,000,002

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

8. SUBSIDIARIES (Continued)

(a) Details of the subsidiaries are as follows:

Name	Principal activities	Country of incorporation and place of business	Proportion (%) of ownership interest	
			2020	2019
			%	%
Held by the Company				
A2A Management Pte. Ltd. ⁽¹⁾	Provision of business and management consultancy services	Singapore	100	100
Engineering Manufacturing Services (S) Pte. Ltd. (“EMS”) ⁽¹⁾	General warehousing and other business support activities	Singapore	100	100
Premium Concrete Pte. Ltd. ⁽¹⁾	Supply and manufacturing ready-mix concrete, precast component and related products	Singapore	100	100
W&P Precast Pte. Ltd. ⁽¹⁾	Supply of precast concrete products	Singapore	95	95
Julique Capital Pte. Ltd. ⁽¹⁾	Investment holdings	Singapore	100	100
Poh Huat Heng Corporation Pte. Ltd. ⁽¹⁾	Provision of underground cable installation and road reinstatement services	Singapore	100	100
Held through the subsidiaries				
Germaxco Pte. Ltd. ⁽¹⁾	General warehousing and other business support activities	Singapore	51	51
W&P Precast Sdn. Bhd. ^{(2) (3)}	Manufacture of precast components	Malaysia	95	95

(1) Audited by Crowe Horwath First Trust LLP, Singapore.

(2) Audited by a member of Crowe Global in Malaysia.

(3) Non-significant subsidiary of the Group. Reviewed by Crowe Horwath First Trust LLP, Singapore for group consolidation.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

8. SUBSIDIARIES (Continued)

(b) Impairment testing of investment in subsidiaries

In the current financial year, as part of the goodwill impairment testing (Note 7), the management has performed impairment testing of the CGU of the underground cable installation and road reinstatement services business segment. Impairment loss amounting to S\$7,467,000 was recognised in the current financial year to write down the cost of investment in PHH to their recoverable amount.

In the previous financial year, management performed an impairment test for the investment in PC and WPP as these subsidiaries have been persistently making losses. An aggregate of impairment loss amounting to S\$2,700,000 was recognised for the financial year ended 31 December 2019 to fully write down the cost of investments in these subsidiaries to their recoverable amounts. The recoverable amount of the investments in PC and WPP have been determined on a value in use calculation using cash flow projections from financial budgets approved by management covering a five-year period. The pre-tax discount rate applied to the cash flow projection was 9.90% and the forecasted growth rate used to extrapolate cash flow projections beyond the five-year period on PC and WPP were 1% and 0%, respectively.

9. FINANCIAL ASSETS, AT FVOCI

	Group	
	2020	2019
	S\$	S\$
<u>Equity Investment</u>		
Balance at beginning of year	34,755	150,000
Changes in fair value recognised in OCI	–	(115,245)
Balance at end of year	<u>34,755</u>	<u>34,755</u>

The Group made an irrevocable election to measure the quoted equity investments in Swee Hong Ltd (“SH”) at FVOCI as these are strategic investments that the Group intend to hold for long term. Accordingly, it is classified as non-current assets.

On 23 September 2020, SH had been delisted from SGX and as at date of authorisation of these financial statements, the Group has not received any exit offers from SH or the controlling shareholder of SH. The carrying amount represents the fair value, which is measured under Level 3 (2019: Level 1) of the Fair Value Hierarchy in 2020, as defined in Note 33(i).

10. INVENTORIES

	Group	
	2020	2019
	S\$	S\$
Raw materials	21,937	62,551
Finished goods	274,773	60,392
	<u>296,710</u>	<u>122,943</u>
Cost of inventories sold recognised as cost of sales in the consolidated statement of comprehensive income	<u>2,295,749</u>	<u>8,348,217</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

11. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2020	2019	2020	2019
	S\$	S\$	S\$	S\$
Trade receivables:				
- third parties	2,017,332	4,396,561	–	–
Less: Allowance for impairment losses (Note 32 (iii)(a))	(656,435)	(305,138)	–	–
Trade receivables, net	1,360,897	4,091,423	–	–
Other receivables:				
- loan receivable I ⁽¹⁾	2,111,124	2,111,124	–	–
- loan receivable II ⁽²⁾	2,438,742	2,438,742	–	–
- due from subsidiaries ⁽³⁾	–	–	2,231,822	2,231,822
- grant receivable ⁽⁴⁾	333,290	–	–	–
- GST recoverable	31,602	–	–	–
- advance payment to a supplier ⁽⁵⁾	145,000	145,000	–	–
- others	17,738	23,030	–	–
	5,077,496	4,717,896	2,231,822	2,231,822
Less: Allowance for impairment losses (Note 32 (iii)(b))	(4,549,866)	(4,549,866)	(2,231,822)	(2,086,535)
Other receivables, net	527,630	168,030	–	145,287
Trade and other receivables	1,888,527	4,259,453	–	145,287

The credit period for trade receivables generally ranges from 30 to 60 days (2019: 30 to 60 days). No interest is charged on the trade receivables for outstanding balances.

Included in trade receivables is an amount of S\$991,000 which is due from a third party of which the certain directors of the Group have deemed interests in.

- (1) Loan receivable I, a principal amount of S\$2,000,000 and the related interest receivable of S\$111,124, was due from a third-party company (the "Borrower I"), which is a wholly owned subsidiary of a public limited company listed on the Catalist Board of the SGX-ST.

The loan bears interest at 8% per annum and is secured by floating charge over the assets of the Borrower I. Due to the subsequent disposal of business and assets of the Borrower I, it was also agreed that the Group would accept repayment in the form of new shares in the listed company at 10% discount to the market price in the event the Borrower is unable to pay the outstanding loan in cash.

The loan was due for repayment by 17 April 2019 in cash. However, the Executive Chairman and Acting Chief Executive Officer of the listed company was uncontactable since May 2019, and following statutory demands of certain creditors, the listed company is placed under judicial management on September 2019. Accordingly, the Group recognised an impairment loss of S\$1,819,762 in the previous financial year which represented full impairment on carrying amount (Note 32(iii)(b)). As at date of authorisation of these financial statements report, the recoverability of these balances remains uncertain.

- (2) Loan receivable II, a principal amount of S\$2,300,000 and the related interest receivable of S\$138,742, due from a third party company ("Borrower II"), which arose from the acquisition of a subsidiary, PHH, in the previous financial year ended 31 December 2018, is unsecured and bears interest at 1% per month.

The loan was due for repayment on 6 May 2019 in cash. However, the Group has not been able to contact Borrower II to date. Accordingly, the Group recognised an impairment loss of S\$2,396,122 in the previous financial year which represented full impairment on carrying amount (Note 32(iii)(b)). As at date of authorisation of these financial statements, the recoverability of these balances remains uncertain.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

11. TRADE AND OTHER RECEIVABLES (Continued)

- (3) The amounts due from subsidiaries are non-trade in nature, unsecured, interest-free and are repayable on demand in cash.
- (4) Grant receivable relates to cash grant receivable from the Singapore Government to help businesses deal with the impact of COVID-19. For the cash grant, the Group is obliged to waive up to two months of rental to eligible tenants. As at date of authorisation of these financial statements, the cash grant has been received.
- (5) Advance payment to a supplier pertains to amount paid to a third party which was not offset against subsequent billings upon completion of the project in prior years. A repayment schedule with the supplier was signed in February 2021 and the balance is to be repaid by monthly instalment of S\$5,000 over a period of 29 months, commencing March 2021. At date of authorisation of these financial statements, the first instalment has been collected.

12. OTHER CURRENT ASSETS

	Group		Company	
	2020	2019	2020	2019
	S\$	S\$	S\$	S\$
Refundable deposits	171,646	197,523	–	–
Prepayments	133,588	120,258	18,700	9,961
Others	20,660	33,220	–	–
	325,894	351,001	18,700	9,961

13. BANK BORROWINGS

	Group	
	2020	2019
	S\$	S\$
<u>Current</u>		
Short-term bridging loan	100,000	–

The 1-year bridging loan is repayable on 14 July 2021 and bears interest at 2.50% per annum.

Short-term bridging loan is personally guaranteed by a director of the subsidiary.

Undrawn borrowing facility

As at 31 December 2020, the Group has available undrawn money market loan facility of S\$8,000,000 (2019: S\$8,000,000).

All term loan and money market loan obligations were fully settled in 2019.

The banking facilities of the Group are secured by:

- (i) Joint and several personal guarantees by 3 directors of a subsidiary, of whom 2 of them are also the directors of the Company;
- (ii) Corporate guarantee by the Company and a subsidiary;
- (iii) Legal mortgage of a subsidiary's leasehold industrial buildings (Note 3 and 4); and
- (iv) Assignment of rental proceeds / Charge over rental account to be executed of all current and future rental income from the leasehold investment property.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

13. BANK BORROWINGS (Continued)

Banking facilities of the Group bear the interest rate as follows:

		Group	
		2020	2019
	Interest rate (per annum)	%	%
Short-term bridging loan	Fixed rate	2.50	–
Term loan	2.82% to 3.22% below Bank's commercial financing rate	–	5.92
Money market loan	Bank's cost of funds plus 1%	–	2.84

The table below details changes in the Group's liabilities arising from financing activities:

Group	At 1 January S\$	Proceeds S\$	Principal and interest payments S\$	Non-cash changes		At 31 December S\$
				Interest expenses S\$	Rent concession received S\$	
2020						
Short-term bridging loan	–	100,000	(1,045)	1,045	–	100,000
Lease liabilities from financial institution (Note 14)	54,038	–	(30,188)	2,908	–	26,758
Lease liabilities (Note 15)	6,589,339	–	(635,419)	176,895	(32,500)	6,098,315
Due to a former shareholder of its subsidiary (Note 17)	700,000	–	–	–	–	700,000
	<u>7,343,377</u>	<u>100,000</u>	<u>(666,652)</u>	<u>180,848</u>	<u>(32,500)</u>	<u>6,925,073</u>

	At 1 January S\$	Proceeds S\$	Principal and interest payments S\$	Non-cash changes		At 31 December S\$
				Interest expenses S\$		
2019						
Term loan	1,609,179	–	(1,716,150)	106,971		–
Money market loan	3,000,000	–	(3,021,640)	21,640		–
Lease liabilities from financial institution (Note 14)	103,297	–	(55,492)	6,233		54,038
Lease liabilities (Note 15)	7,058,415	–	(667,936)	198,860		6,589,339
Due to a former shareholder of its subsidiary (Note 17)	1,200,000	–	(500,000)	–		700,000
	<u>12,970,891</u>	<u>–</u>	<u>(5,961,218)</u>	<u>333,704</u>		<u>7,343,377</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

14. LEASE LIABILITIES FROM FINANCIAL INSTITUTIONS

The Group has leased certain of its office equipment and motor vehicles from financial institutions via hire-purchase arrangement. These are classified as lease liabilities from financial institutions and are payable within 5 years. The Group's obligation under lease liabilities from financial institutions are secured by the lessors' title to the leased assets as disclosed in Note 3(a).

Future minimum lease payments under these lease liabilities from financial institutions together with the present value of the net minimum lease payments are as follows:

Group	2020		2019	
	Minimum Lease Payments S\$	Present Value of Minimum Lease Payments S\$	Minimum Lease Payments S\$	Present Value of Minimum Lease Payments S\$
Amount payable under lease liabilities from financial institutions:				
Within one year	27,871	26,120	30,191	27,280
Between two to five years	2,087	638	29,957	26,758
Total minimum lease payments	29,958	26,758	60,148	54,038
Less: Future finance charges	(3,200)		(6,110)	
Present value of minimum lease payments	<u>26,758</u>		<u>54,038</u>	
Less:				
Repayable within one year included under current liabilities		<u>26,758</u>		<u>27,281</u>
Repayable within two to five years included under non-current liabilities		<u>-</u>		<u>26,757</u>

During the financial year ended 31 December 2020, the lease liabilities from financial institutions weighted average effective interest rates are ranging from 2.08% to 4.56% (2019: 2.08% to 4.50%) per annum.

15. LEASE LIABILITIES

	Group	
	2020 S\$	2019 S\$
Non-current liabilities	5,708,869	6,098,190
Current liabilities	389,446	491,149
	<u>6,098,315</u>	<u>6,589,339</u>

The total cash outflows for the year for all leases contracts amounted to S\$770,454 (2019: S\$900,961), which includes leases expenses not included in lease liabilities, as disclosed in Note 27.

The Group incurs variable lease payments to JTC Corporation for the sub-letting of its leasehold premises which is based on the actual areas sub-let. Such payments for the next financial year, not included in lease liabilities above, is estimated to be S\$96,700 (2019: S\$80,727) based on the sub-letting arrangements entered into as at 31 December 2020.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

16. DEFERRED TAX LIABILITIES

Deferred tax (assets) and liabilities are offset when there is a legally enforceable right to set-off current tax assets against current tax liabilities and when deferred income taxes relate to the same fiscal authority. The following amounts, determined after appropriate offsetting, are shown in the consolidated statement of financial position:

	Group	
	2020 S\$	2019 S\$
Deferred tax liabilities	(8,911,437)	(9,543,907)
Deferred tax assets	97,360	160,594
	<u>(8,814,077)</u>	<u>(9,383,313)</u>

The components and movement of deferred tax liabilities and assets during the year prior to offsetting are as follows:

	Fair value adjustments on business combination S\$	Lease assets / liabilities S\$	Provisions S\$	Accelerated tax depreciation S\$	Total S\$
Group					
2020					
<u>Deferred tax assets</u>					
At beginning of year	–	–	160,594	–	160,594
Recognised in profit or loss	–	22,528	(85,762)	–	(63,234)
At end of year	<u>–</u>	<u>22,528</u>	<u>74,832</u>	<u>–</u>	<u>97,360</u>
<u>Deferred tax liabilities</u>					
At beginning of year	(9,534,147)	–	–	(9,760)	(9,543,907)
Recognised in profit or loss	628,935	–	–	3,535	632,470
At end of year	<u>(8,905,212)</u>	<u>–</u>	<u>–</u>	<u>(6,225)</u>	<u>(8,911,437)</u>
2019					
<u>Deferred tax assets</u>					
At beginning of year	–	–	276,939	–	276,939
Recognised in profit or loss	–	–	(116,345)	–	(116,345)
At end of year	<u>–</u>	<u>–</u>	<u>160,594</u>	<u>–</u>	<u>160,594</u>
<u>Deferred tax liabilities</u>					
At beginning of year	(10,172,584)	–	–	(12,979)	(10,185,563)
Recognised in profit or loss	638,437	–	–	3,219	641,656
At end of year	<u>(9,534,147)</u>	<u>–</u>	<u>–</u>	<u>(9,760)</u>	<u>(9,543,907)</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

17. TRADE AND OTHER PAYABLES

	Group		Company	
	2020 S\$	2019 S\$	2020 S\$	2019 S\$
Trade payables				
- third parties ⁽¹⁾	504,900	2,701,496	–	–
Other payables:				
- accrued operating expenses ⁽²⁾	531,284	813,764	51,675	429,299
- contract liabilities ⁽³⁾	72,332	120,794	–	–
- due to subsidiaries ⁽⁴⁾	–	–	11,100,001	11,617,051
- due to a former shareholder of its subsidiary ⁽⁵⁾	700,000	700,000	–	–
- deposits received ⁽⁶⁾	1,009,089	1,034,246	–	–
- other deposits ⁽⁷⁾	757,962	757,962	–	–
- sundry creditors	90,704	161,606	–	161,606
- GST payable	138,782	245,869	–	–
	3,300,153	3,834,241	11,151,676	12,207,956
Trade and other payables	3,805,053	6,535,737	11,151,676	12,207,956
Presented as:				
Current	3,445,900	6,064,806	11,151,676	12,207,956
Non-current – deposits received ⁽⁶⁾ (other liabilities)	359,153	470,931	–	–
	3,805,053	6,535,737	11,151,676	12,207,956

- (1) The credit period for trade payables generally ranges from 30 to 90 days (2019: 30 to 90 days). No interest is charged on the trade payables for outstanding balances.
- (2) Included in accrued operating expenses is an amount of S\$114,480 relating to grant payable to eligible tenants in respect of the cash grant that is to be received from the Singapore Government. The corresponding grant receivable is disclosed in Note 11.
- (3) Contract liabilities represent advances from customers.
- (4) The amounts due to subsidiaries are non-trade in nature, unsecured, interest-free and are repayable on demand in cash. Included is an amount of S\$11,000,000 (2019: S\$11,000,000) pertaining to the novation of amount due from former shareholder of its subsidiary, EMS, as part of the consideration of the acquisition by the Group in the previous financial years.
- (5) The amount is non-trade in nature, unsecured, interest-free and repayable on demand in cash.
- (6) The deposits received pertain to security deposits received from customers from the leasing and service income segment.
- (7) The other deposits pertain to deposits placed by potential buyers for the purchase of the Group's financial assets at FVOCI (Note 9). The transaction was made prior to the Group's acquisition of business of Engineering Manufacturing Services (S) Pte. Ltd. in the financial year ended 31 December 2017. The Group currently intends to re-negotiate or return the deposits to the potential buyers, since there were no sale and purchase agreements signed for the transaction at the time the deposits were placed by these potential buyers. However, the Group has not been able to contact the potential buyers to date. At the date of authorisation of these financial statements, the foregoing matter remains status quo.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

18. BOND PAYABLE

	Group		Company	
	2020 S\$	2019 S\$	2020 S\$	2019 S\$
As at 1 January	–	–	1,000,000	1,000,000
Redeemed	–	–	(1,000,000)	–
As at 31 December	–	–	–	1,000,000
Presented as:				
Non-current	–	–	–	–
Current	–	–	–	1,000,000
	–	–	–	1,000,000

The bond payable was due to PHH as the vendor of EMS, which was transferable, had zero coupon and redeemable anytime at the discretion of the Company within 3 years from the date of issuance; i.e. by 20 February 2020. Upon the completion of the acquisition of PHH in 17 December 2018, PHH became a wholly-owned subsidiary of the Group as at 31 December 2018.

During the financial year, the bond was fully redeemed.

19. PROVISION FOR DEFECT LIABILITY

	Group	
	2020 S\$	2019 S\$
Provision for the year, representing balances at end of year	240,000	–

The Group offers warranties for its underground cable installation services for a period of 2 to 5 years and undertake to rectify defects within this period. A provision was recognised at the reporting date for expected claims from customers based on past experience of level of rectification works.

20. SHARE CAPITAL

	Group and Company			
	2020 Number of ordinary shares	S\$	2019 Number of ordinary shares	S\$
Issued and fully paid				
At beginning of the year	1,780,860,561	35,225,394	1,780,854,461	35,225,321
Warrants subscription	–	–	6,100	73
At end of the year	1,780,860,561	35,225,394	1,780,860,561	35,225,394

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

20. SHARE CAPITAL (Continued)

In the previous financial year, 6,100 new ordinary shares were allotted and issued as a result of the exercise of 6,100 warrants at the exercise price of S\$0.012 for each ordinary shares. All warrants have expired in the previous financial year.

Share issuance-related costs which are not material have been recognised as an expense in the profit or loss of the Group in the previous financial years.

The newly issued shares rank pari passu in all respects with previously issued shares. 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 restrictions. The ordinary shares have no par value.

21. RESERVES

The movements in the Group's reserves are presented in the consolidated statement of changes in equity.

- (a) The Group's merger reserve represents the difference between the nominal value of the shares of the subsidiary acquired pursuant to the group restructuring prior to the Company's initial public offering over the nominal value of the Company's shares issued in exchange thereof.
- (b) The Group's translation reserve represents exchange differences arising from the translation of the financial statements of the group entities whose functional currencies are different from that of the Group's presentation currency.
- (c) The Group's fair value reserve arises from net changes in the fair value of financial assets at FVOCI. Reserve relating to equity investment designated to be measured at FVOCI will be transferred to retained earnings upon the disposal of the investment.

The movements in the Company's reserves are as follows:

	Company	
	2020	2019
	S\$	S\$
Accumulated losses		
At beginning of the year	(14,188,618)	(8,953,069)
Loss for the year	(5,505,512)	(5,235,549)
At end of the year	(19,694,130)	(14,188,618)

22. REVENUE

	Group	
	2020	2019
	S\$	S\$
Revenue from contracts with customers	4,111,751	20,322,923
Rental income from leasehold industrial buildings	7,584,571	3,576,976
	11,696,322	23,899,899

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

22. REVENUE (Continued)

Revenue transactions that were contracted with an entity in which certain directors of the Group has indirect equity interest are as follow:

	Group	
	2020 S\$	2019 S\$
Revenue from contracts with customers	79,219	3,989,593
Rental income from leasehold industrial buildings	491,561	444,138

All revenue and rental income are derived from customers located in Singapore.

Revenue recognised during the financial year ended 31 December 2020 and 31 December 2019 in relation to contract liabilities balance at the beginning of the financial year was S\$120,794 (2019: S\$121,539).

(a) Disaggregation of revenue

The Group derives revenue from the transfer of goods and services over time and at a point in time in the following major type of goods and services and geographical location based on location of customers.

By type of goods and services and timing of revenue recognition	Group		Total S\$
	At a point in time S\$	Over time S\$	
2020			
Warehousing and service income	–	66,294	66,294
Manufacturing of precast concrete products:			
- Sale of goods	1,857,030	–	1,857,030
Supply and manufacturing of ready-mix concrete products:			
- Sale of goods	1,901,268	–	1,901,268
- Service income	32,419	–	32,419
Supply of labour and equipment	–	254,740	254,740
	<u>3,790,717</u>	<u>321,034</u>	<u>4,111,751</u>
2019			
Warehousing and service income	–	4,426,185	4,426,185
Manufacturing of precast concrete products:			
- Sale of goods	3,065,591	–	3,065,591
Supply and manufacturing of ready-mix concrete products:			
- Sale of goods	8,684,510	–	8,684,510
- Service income	87,496	–	87,496
Provision of underground cable installation and road reinstatements services:	–	4,046,057	4,046,057
Supply of labour and equipment	–	13,084	13,084
	<u>11,837,597</u>	<u>8,485,326</u>	<u>20,322,923</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

23. OTHER INCOME

	Group	
	2020	2019
	S\$	S\$
Government grants received		
- Property tax rebate ⁽¹⁾	188,700	—
- Cash grant received ⁽²⁾	333,290	—
- Construction restart booster ⁽³⁾	20,800	—
- Jobs Support Scheme ⁽⁴⁾	500,845	—
- Foreign Worker Levy rebate ⁽⁵⁾	225,150	—
- Others	36,157	78,032
	1,304,942	78,032
Rent concessions received, as lessee ⁽⁶⁾ (Note 13)	32,500	—
Insurance claims received	—	90,857
Parking fees and related charges	88,735	80,806
Miscellaneous income	151,856	157,782
	1,578,033	407,477

Notes

- (1) Property tax rebates, received from the Singapore government, were transferred to tenants in the form of rent rebates during the financial year and rental waivers provided to eligible tenants as part of the qualifying conditions of the cash grant.
- (2) Cash grant received were to be transferred to qualifying tenants in the form of rent relief of 1 month as set out in the COVID-19 (Temporary Measures) (Rental and Related Measures) Regulation 2020.
- (3) Construction restart booster is part of the Singapore government's support scheme to help construction firms defray costs in procuring additional material / equipment to comply with COVID-safe requirements to ensure works resume safely.
- (4) The Job Support Scheme ("JSS") is a temporary scheme introduced in the Singapore Budget 2020 to help enterprises retain local employees. Under JSS, employers will receive cash grants in relation to the gross monthly wages of eligible employees.
- (5) The Foreign Work Levy (FWL) rebate is provided by the Singapore government to help ease the labour costs of businesses. As part of the qualifying conditions of the grant, this levy is used to provide for the pay and upkeep of foreign workers during the Circuit Breaker.
- (6) Rent concession are COVID-19 related and received from lessors which the Group has applied practical expedient as disclosed in Note 2.2.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

24. OTHER EXPENSES

Other expenses comprise of:

- Impairment loss on goodwill (Note 7)
- Impairment loss on right-of-use assets (Note 5)
- Loss on disposal of property, plant and equipment
- Amortisation of intangible assets (Note 6)
- Others

Group	
2020	2019
S\$	S\$
(2,506,422)	(1,124,530)
–	(520,570)
(555)	(67,503)
(919,554)	(917,825)
(15,714)	(7,044)
<u>(3,442,245)</u>	<u>(2,637,472)</u>

25. FINANCE INCOME

Interest income using effective interest rate method:

- Loan receivable I
- Loan receivable II

Group	
2020	2019
S\$	S\$
–	79,794
–	96,453
<u>–</u>	<u>176,247</u>

26. FINANCE COSTS

Interest expense:

- Lease liabilities from financial institutions
- Lease liabilities
- Bank borrowings

Others

Group	
2020	2019
S\$	S\$
2,908	6,233
176,895	198,860
1,045	128,611
180,848	333,704
1,685	2,818
<u>182,533</u>	<u>336,522</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

27. LOSS BEFORE TAX

This is determined after charging / (crediting) the following:

	Group	
	2020 S\$	2019 S\$
Auditors' remuneration paid/payable to:		
- auditor of the Company	94,891	90,000
- other auditors	3,285	3,293
Depreciation of property, plant and equipment (Note 3)	478,736	3,371,200
Depreciation of right-of-use assets (Note 5)	–	555,362
Depreciation of investment properties (Note 4)	3,109,593	–
Impairment loss on property, plant and equipment (Note 3)	–	54,582
Allowance made / (reversal of) impairment loss on financial assets:		
- other receivables (Note 32 (iii)(b))	–	4,215,884
- trade receivables (Note 32 (iii)(a))	393,927	(239,787)
Net impairment loss on financial assets	393,927	3,976,097
Lease expenses not included in lease liabilities:		
- Short term leases	32,520	136,336
- Variable lease payments not based on index	102,515	96,689
Provision for defect liability (Note 19)	240,000	–
Professional fees	184,565	591,459
Government grant expense ⁽¹⁾	548,157	–
Loss on derecognition of financial assets ⁽²⁾	130,782	–
Personnel expenses (Note 28)	4,479,916	5,773,935

Note

- (1) Government grant expense relates to the property tax rebates received from the Singapore government that were transferred to tenants in the form of rent rebates during the year of S\$181,561, rental waiver provided to eligible tenants as part of the qualifying conditions of the cash grant of S\$114,480 and additional mandatory rent relief of 1 month by landlord of S\$252,116 as set out in the COVID-19 (Temporary Measures)(Rental and Related Measures) Regulation 2020.
- (2) In addition to the rent concessions, the Group has voluntarily waived an additional S\$130,782 contractually past due rent to assist tenants whose operations were adversely impacted by COVID-19. This is presented as "loss on derecognition of financial assets".

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

28. PERSONNEL EXPENSES

	Group	
	2020 S\$	2019 S\$
Directors of the Company:		
- Directors' fees	119,785	330,645
Directors of the subsidiaries:		
- Directors' remuneration and related costs	1,875,907	1,702,526
- Severance pay	–	90,000
- Defined contributions plan expenses	69,322	67,160
Total key management personnel remuneration	2,065,014	2,190,331
Other personnel:		
- Salaries and related costs	2,261,522	3,383,719
- Defined contributions plan expenses	153,380	199,885
	2,414,902	3,583,604
	4,479,916	5,773,935
Total personnel expenses comprise:		
- Short term employee benefits	4,257,214	5,416,890
- Defined contributions plan expenses	222,702	267,045
- Termination benefits	–	90,000
	4,479,916	5,773,935

Total key management personnel remuneration included as above include:

	Group	
	2020 S\$	2019 S\$
Short term employee benefits	1,995,692	2,033,171
Defined contributions plan expenses	69,322	67,160
Termination benefits	–	90,000
	2,065,014	2,190,331

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Company and respective subsidiaries, including all directors of the Company and respective subsidiaries.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

29. INCOME TAX (CREDIT) / EXPENSE

	Group	
	2020	2019
	S\$	S\$
Income tax		
- Current	290,527	853,242
- Over provision in prior years	(277,562)	(287,195)
	12,965	566,047
Deferred tax		
- Origination and reversal of temporary differences (Note 16)	(569,236)	(525,311)
	(556,271)	40,736

The income tax on the loss before income tax varies from the amount of income tax determined by applying the applicable tax rates in each jurisdiction the Group operates due to the following:

	Group	
	2020	2019
	S\$	S\$
Loss before income tax	(4,809,117)	(5,888,258)
Income tax calculated at applicable tax rates	(817,550)	(1,001,004)
Non-deductible expenses	519,269	764,111
Income not subject to tax	(225,892)	(3,679)
Tax exemption	(24,555)	(40,322)
Deferred tax assets not recognised	270,019	608,825
Under provision of current income tax in prior years	(277,562)	(287,195)
	(556,271)	40,736

The corporate income tax applicable to the Company and other entities of the Group, which are mostly incorporated in Singapore, is 17% (2019: 17%).

Deferred tax assets are recognised for unutilised tax losses and other deductible temporary differences carried forward to the extent that the realisation of the related tax benefits through future taxable profit is probable. As at 31 December 2020, the Group has unutilised tax losses and other deductible temporary differences of approximately S\$3,794,000 (2019: S\$2,248,000) and S\$1,652,000 (2019: S\$1,610,000) respectively which can be carried forward and used to offset against future taxable income of those entities in the Group in which the losses arose, subject to the agreement of the tax authorities and compliance of the relevant provisions of the tax legislation of the respective countries in which they operate. The unutilised tax losses and other deductible temporary differences have no expiry dates.

The deferred tax assets arising from these unutilised tax losses and other deductible temporary differences of approximately S\$965,000 (2019: S\$694,000) have not been recognised due to the uncertainty of its recoverability in foreseeable future.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

30. LOSS PER SHARE

(i) Basic loss per share

Basic loss per share is calculated by dividing the net loss attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the year. The loss and weighted number of ordinary shares used in the calculation of basic loss per share are as follows:

	Group	
	2020 S\$	2019 S\$
Loss for the year attributable to equity holders of the Company	(4,235,897)	(5,902,357)

(ii) Diluted loss per share

For the purpose of calculating diluted loss per share, the weighted average number of ordinary shares outstanding are adjusted for the effects of dilutive potential ordinary shares that could have been issued upon the exercise of all dilutive warrants.

For warrants, the weighted average number of shares on issue has been adjusted as if all dilutive warrants were exercised. The number of shares that could have been issued upon the exercise of all dilutive warrants less the number of shares that could have been issued at fair value (determined as the Company's average share price for the financial year) for the same total proceeds is added to the denominator as the number of shares issued for no consideration. No adjustment is made to the net loss.

The average market value of the Company's shares for the purposes of calculating the dilutive effect of warrants was based on quoted market prices for the period during which the warrants were outstanding. All warrants had already expired in December 2019.

The loss used in the calculation of diluted loss per share are as follows:

	Group	
	2020 S\$	2019 S\$
Loss used in the calculation of diluted loss per share	(4,235,897)	(5,902,357)

The weighted average number of ordinary shares for the purpose of diluted loss per share reconciles to the weighted average number of ordinary shares used in the calculation of basic loss per share as follows:

	Group	
	2020	2019
Weighted average number of ordinary shares used in the calculation of basic loss per share	1,780,860,561	1,780,854,645
Effects of dilutive potential ordinary shares:		
- Warrants	-	45,032,921
	1,780,860,561	1,825,887,566

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

31. SEGMENT INFORMATION

For management purposes, the Group is organised into business segments based on their products as the Group's risks and rates of return are affected predominantly by differences in the products produced. Each reportable segments represent a strategic business unit and management monitors the segment results (gross profit) of these business units separately for the purpose of making decisions in relation to resource allocation and performance assessment. The accounting policies of the reportable segments are the same as the Group's accounting policies disclosed in Note 2.

At reporting date, the Group is primarily engaged in four business segments namely, leasing and service income*, manufacturing of precast concrete products, supply and manufacturing of ready-mix concrete products and provision of underground cable installation and road reinstatement. Other segments include investment holding companies which does not meet any of the quantitative threshold for determining reportable segments in 2020 and 2019 and includes unallocated items.

* These pertains to rental income from leasehold industrial buildings and providing inventory management, warehousing and storage services in the previous financial year. The Group has discontinued its inventory management, warehousing and storage services in the current financial year.

Group	Leasing and service income S\$	Manufacturing of precast concrete products S\$	Supply and manufacturing of ready-mix concrete products S\$	Provision of underground cable installation and road reinstatement S\$	Corporate S\$	Total S\$
2020						
Revenue						
- Sale of goods	-	2,467,708	1,902,676	-	-	4,370,384
- Service income	76,338	-	32,419	4,979	-	113,736
- Rental income	8,512,981	-	-	-	-	8,512,981
- Contract income	-	-	-	347,153	-	347,153
- Inter-segment sales	(938,454)	(610,678)	(1,408)	(97,392)	-	(1,647,932)
Sales to external parties	7,650,865	1,857,030	1,933,687	254,740	-	11,696,322
Segment results (Gross profit / (loss))	2,797,145	778,809	234,521	(157,896)	-	3,652,579
Allocated operating expenses – net	(1,746,859)	(619,179)	(557,466)	(4,944,469)	(411,190)	(8,279,163)
Finance costs	(150,894)	(18,822)	(12,047)	(650)	(120)	(182,533)
Profit / (Loss) before income tax	899,392	140,808	(334,992)	(5,103,015)	(411,310)	(4,809,117)
Income tax	478,989	-	-	71,930	5,352	556,271
Profit / (Loss) for the year	1,378,381	140,808	(334,992)	(5,031,085)	(405,958)	(4,252,846)
Segment assets	64,866,106	980,824	937,262	2,715,324	147,217	69,646,733
Segment liabilities	16,895,708	620,650	251,634	1,546,944	60,674	19,375,610
Other information:						
Provision / (Write-back) of impairment loss on financial assets, net	286,793	51,705	72,682	(17,253)	-	393,927
Loss on derecognition of financial assets	130,782	-	-	-	-	130,782
Depreciation of property, plant and equipment	82,981	72,971	139,446	183,338	-	478,736
Depreciation of investment properties	3,109,593	-	-	-	-	3,109,593
Amortisation of intangible assets	494,708	-	1,729	423,117	-	919,554
Impairment loss on goodwill	-	-	-	2,506,422	-	2,506,422
Provision for defect liability	-	-	-	240,000	-	240,000

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

31. SEGMENT INFORMATION (Continued)

Group	Leasing and service income S\$	Manufacturing of precast concrete products S\$	Supply and manufacturing of ready-mix concrete products S\$	Provision of underground cable installation and road reinstatement S\$	Corporate S\$	Total S\$
2019						
Revenue						
- Sale of goods	-	3,677,154	8,849,198	-	-	12,526,352
- Service income	4,653,040	-	87,496	-	-	4,740,536
- Rental income	4,488,046	-	-	-	-	4,488,046
- Contract income	-	-	-	4,089,557	-	4,089,557
- Inter-segment sales	(1,137,925)	(611,563)	(164,688)	(30,416)	-	(1,944,592)
Sales to external parties	8,003,161	3,065,591	8,772,006	4,059,141	-	23,899,899
Segment results (Gross profit)	3,220,933	1,059,889	1,703,030	3,025,060	-	9,008,912
Allocated operating expenses – net	(1,762,178)	(1,121,437)	(3,024,544)	(6,122,446)	(2,706,290)	(14,736,895)
Finance income	13	-	-	96,453	79,781	176,247
Finance costs	(285,961)	(24,813)	(24,988)	(650)	(110)	(336,522)
Profit / (Loss) before income tax	1,172,807	(86,361)	(1,346,502)	(3,001,583)	(2,626,619)	(5,888,258)
Income tax	(103,025)	5,399	-	71,930	(15,040)	(40,736)
Profit / (Loss) for the year	1,069,782	(80,962)	(1,346,502)	(2,929,653)	(2,641,659)	(5,928,994)
Segment assets	68,231,699	1,372,551	1,901,666	7,037,682	112,478	78,656,076
Segment liabilities	18,775,371	644,782	2,457,658	1,653,499	603,258	24,134,568
Other information:						
(Provision) / Write-back of impairment loss on financial assets, net	(118,019)	(19,377)	33,748	(2,052,687)	(1,819,762)	(3,976,097)
Depreciation of property, plant and equipment	2,889,773	75,852	175,013	230,429	133	3,371,200
Depreciation of right-of-use assets	306,769	60,324	188,269	-	-	555,362
Amortisation of intangible assets	494,708	-	-	423,117	-	917,825
Impairment loss on goodwill	-	-	1,124,530	-	-	1,124,530
Impairment loss on right-of-use assets	-	253,854	266,716	-	-	520,570

Geographical information

Revenue and non-current assets of the Group are based in Singapore except for ROU assets – Factory which is based in Malaysia and has been fully impaired in the previous financial year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

31. SEGMENT INFORMATION (Continued)

Information about major customers

2020

None of the customers contributed to more than 10% of the Group's total revenue.

2019

Revenue of S\$4,433,731, or 19% of the Group's revenue is derived from a single customer in Singapore which is operating as communications and powerline construction sub-contractor, which is attributable to the following segments:

	S\$
Leasing and service income	496,893
Manufacturing of precast concrete products	340,450
Provision of underground cable installation and road reinstatement	3,549,353
Supply and manufacturing of ready-mix concrete products	47,035
	<u>4,433,731</u>

None of the other customers contributed to more than 10% of the Group's total revenue.

32. FINANCIAL INSTRUMENTS

The Group's activities expose it to a variety of market risk (including currency risk, interest rate risk and equity price risk), liquidity risk and credit risk. The Group's overall risk management strategy seeks to minimise adverse effects from the unpredictability of financial markets on the Group's financial performance. The Board of Directors of the Company is responsible for setting the objectives and underlying principles of financial risk management for the Group. The Audit Committee provides independent oversight on the effectiveness of the risk management process.

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

(i) Market risk

(a) Currency risk

Foreign currency risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. In the opinion of the management, the Group and the Company are not subject to significant currency risk arising from fluctuation in foreign exchange rates.

(b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates. As at 31 December 2020, the only interest bearing financial instruments are lease liabilities from financial institutions, lease liabilities and bank borrowings which are at fixed rate. In the opinion of the management, the Group and the Company are not subject to significant interest rate risk arising from fluctuation in the interest rates.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

32. FINANCIAL INSTRUMENTS (Continued)

(i) Market risk (Continued)

(c) Equity price risk

Equity price risk is the risk that fair value of equity decreases as a result of changes in market prices, whether those changes are caused by factors specific to the individual stock or factors affecting all instruments in the market. Equity price risk of the Group arises from its investment in equity securities which are classified as financial assets. As the equity investment has been delisted from the market during the year, the Group is not subject to equity price risk in the current financial year. Further details of these equity investments can be found in Note 9.

(ii) 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 financial liabilities.

The table below analyses the maturity profile of the Group's financial liabilities based on contractual undiscounted cash flows.

Group	Carrying amount S\$	Contractual cash flows			
		Total S\$	Within 1 year	Between 2 to 5 years	Over 5 years
			S\$	S\$	S\$
2020					
Lease liabilities from financial institutions	26,758	29,958	27,871	2,087	–
Lease liabilities	6,098,315	7,580,696	560,041	2,119,255	4,901,400
Bank borrowings	100,000	101,875	101,875	–	–
Trade and other payables	3,593,939	3,593,939	3,234,786	359,153	–
	9,819,012	11,306,468	3,924,573	2,480,495	4,901,400
2019					
Lease liabilities from financial institutions	54,038	60,148	30,191	29,957	–
Lease liabilities	6,589,339	8,237,419	667,930	1,883,865	5,685,624
Trade and other payables	6,169,074	6,169,074	5,698,143	470,931	–
	12,812,451	14,466,641	6,396,264	2,384,753	5,685,624

(iii) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. For trade receivables, the Group adopts the policy of dealing only with customers of appropriate credit history, and obtaining sufficient security where appropriate to mitigate credit risk.

Credit exposure to an individual counterparty is restricted by credit limits that are approved by the Head of Credit Control based on ongoing credit evaluation. The counterparty's payment profile and credit exposure are continuously monitored at the entity level by the respective management and at the Group level by management.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

32. FINANCIAL INSTRUMENTS (Continued)

(iii) Credit risk (Continued)

As at reporting date, the carrying amounts of trade and other receivables, other current assets (excludes prepayments) and cash and bank balances, represent the Group's maximum exposure to credit risk in relation to financial assets. No other financial assets carry a significant exposure to credit risk.

Cash and bank balances are placed with reputable financial institutions. Therefore, credit risk arises mainly from the inability of its customers and borrowers of loan receivables to make payments when due. For other financial assets, the Group adopts the policy of dealing only with high credit quality counterparties.

The Group's trade receivables are non-interest bearing and are generally on 30 - 60 days (2019: 30 - 60 days) credit terms.

Other than disclosed below, there are no credit risk concentration included in the Group's and the Company's financial assets.

Expected Credit Losses

The Group manages credit loss based on Expected Credit Losses (ECL) model. The Group and Company uses a similar approach for assessment of ECLs for its other financial assets to those used for trade receivables

(a) Trade receivables

The Group's exposure to credit risk from trade receivables are linked to the individual characteristics of each customer, and also influenced by the default risk specific to the industry or country brought about by the general economic condition.

The Group uses a provision matrix to measure the lifetime expected credit loss allowance for trade receivables.

In measuring the expected credit losses, trade receivables are grouped based on the industries in which the Group operates and days past due. In calculating the expected credit loss rates, the Group considers historical rates for each category of customers and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the customers to settle the receivables.

Trade receivables are written off when the assets become uncollectible.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

32. FINANCIAL INSTRUMENTS (Continued)

(iii) Credit risk (Continued)

Expected Credit Losses (Continued)

(a) Trade receivables (Continued)

The Group's credit risk exposure in relation to trade receivables under SFRS(I) 9 as at 31 December 2020 are set out in the provision matrix as follows:

Group	Past due				Total S\$
	Within 30 days	30 to 90 days	90 to 180 days	More than 180 days	
	S\$	S\$	S\$	S\$	
2020					
Leasing and service income segment ⁽¹⁾					
Expected loss rate	3.2%	8.4%	19.2%	100%	
Trade receivables	294,943	162,469	186,095	381,427	1,024,934
Loss allowance	(9,491)	(13,607)	(35,721)	(381,427)	(440,246)
	285,452	148,862	150,374	–	584,688
Supply and Manufacturing concrete products segments ⁽²⁾					
Expected loss rate	6.6%	7.0%	21.7%	63.7%	
Trade receivables	259,903	324,588	102,133	176,496	863,120
Loss allowance	(17,210)	(22,683)	(22,174)	(112,352)	(174,419)
	242,693	301,905	79,959	64,144	688,701
Provision of underground cable installation and road reinstatement segment ⁽³⁾					
Expected loss rate	0.0%	0.1%	1.4%	100%	
Trade receivables	14,254	64,236	9,227	41,561	129,278
Loss allowance	–	(84)	(125)	(41,561)	(41,770)
	14,254	64,152	9,102	–	87,508
2019					
Leasing and service income segment ⁽¹⁾					
Expected loss rate	1.5%	2.0%	24.7%	24.7%	
Trade receivables	297,113	105,554	203,479	392,044	998,190
Loss allowance	(4,503)	(2,091)	(50,180)	(96,681)	(153,455)
	292,610	103,463	153,299	295,363	844,735
Supply and Manufacturing concrete products segment ⁽²⁾					
Expected loss rate	1.8%	1.8%	8.3%	100%	
Trade receivables	854,788	1,064,581	451,822	20,818	2,392,009
Loss allowance	(15,204)	(18,937)	(37,702)	(20,818)	(92,661)
	839,584	1,045,644	414,120	–	2,299,348
Provision of underground cable installation and road reinstatement segment ⁽³⁾					
Expected loss rate	1.6%	1.7%	0.0%	100%	
Trade receivables	845,508	117,416	–	43,438	1,006,362
Loss allowance	(13,647)	(1,937)	–	(43,438)	(59,022)
	831,861	115,479	–	–	947,340

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

32. FINANCIAL INSTRUMENTS (Continued)

(iii) Credit risk (Continued)

Expected Credit Losses (Continued)

(a) Trade receivables (Continued)

- (1) Customers are dispersed in various industries, and the management believes that no allowance for impairment beyond the allowance above is necessary as the balances relate mainly to tenants that have a good record with the Group or have sufficient security deposits as collateral.
- (2) Subsidiaries in the supply and manufacturing concrete products segments mainly supplies to large customers base operating in construction material supplies industry, out of which a net amount of approximately S\$197,000 (2019: S\$300,000) is owing from a single customer in the manufacturing of precast concrete products segment.
- (3) This segment deals with a few customers engaging in construction engineering, out of which an amount of approximately S\$63,000 (2019: S\$800,000) is owing from a single customer.

The movement of the life-time ECL on trade receivables is as follows:

Group	Collective impairment – Not credit impaired S\$	Individual impairment – Credit impaired S\$	Total S\$
2020			
Balance at beginning of the year	72,201	232,937	305,138
ECL allowance write back during the year	(17,253)	–	(17,253)
ECL allowance recognised during the year	178,499	232,681	411,180
	161,246	232,681	393,927
Written off*	–	(42,630)	(42,630)
Balance at end of the year (Note 11)	233,447	422,988	656,435
2019			
Balance at beginning of the year	484,611	60,314	544,925
ECL allowance write back during the year	(372,181)	–	(372,181)
ECL allowance recognised during the year	–	132,394	132,394
Transfer to credit impaired	(40,229)	40,229	–
Balance at end of the year (Note 11)	72,201	232,937	305,138

* Trade receivables with a contractual amount of S\$42,630 written off during the year are still subject to enforcement activities.

(b) Other receivables, including amount due from subsidiaries

The credit risk exposure from other receivables of the Group and the Company are as follows:

	Group		Company	
	2020 S\$	2019 S\$	2020 S\$	2019 S\$
Other receivables:				
- loan receivable I	2,111,124	2,111,124	–	–
- loan receivable II	2,438,742	2,438,742	–	–
- due from subsidiaries	–	–	2,231,822	2,231,822
- others	162,738	168,030	–	–
Total Gross carrying amount	4,712,604	4,717,896	2,231,822	2,231,822
ECL allowance	(4,549,866)	(4,549,866)	(2,231,822)	(2,086,535)
Carrying amount	162,738	168,030	–	145,287

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

32. FINANCIAL INSTRUMENTS (Continued)

(iii) Credit risk (Continued)

Expected Credit Losses (Continued)

(b) Other receivables, including amount due from subsidiaries (Continued)

	Group S\$	Company S\$
2020		
Balance at beginning of the year	4,549,866	2,086,535
ECL allowance recognised during the year	–	145,287
Balance at end of the year (Note 11)	4,549,866	2,231,822
2019		
Balance at beginning of the year	–	295,737
ECL allowance recognised during the year	4,549,866	1,790,798
Balance at end of the year (Note 11)	4,549,866	2,086,535

Group

The Group assessed and determined loan receivable I and II to be credit-impaired, as there is observable data to conclude that the borrowers are unlikely to pay its credit obligation due to the following events:

- Breach of contract and default of payments when due;
- the borrower of loan receivable I has been placed under Judicial Management; and
- the disappearance of borrower of the loan receivable II.

Further details can be found in Note 11.

Company

The life-time ECL allowance of the Company on the amount due from subsidiaries is made based on the financial position of the subsidiaries, and the underlying assets relevant to the ultimate manner of recovery of these amounts. Based on the particular circumstances, the Company has determined that the balances are credit-impaired (Stage 3), as at 31 December 2020 and 2019 in view of:

- lack of revenue generating activities; and
- the full impairment of an underlying loan on-lent out to an external borrower by a subsidiary in previous financial year (Loan Receivable I).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

32. FINANCIAL INSTRUMENTS (Continued)

(iii) Credit risk (Continued)

Expected Credit Losses (Continued)

(c) Cash and bank balances

Bank deposits are with reputable financial institutions with high credit-ratings assigned by international credit-rating agencies. Impairment on cash and cash equivalents has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. The Group considers that its cash and bank balances to have low credit risk based on the external credit ratings of the counterparties. The amount of the allowance on cash and cash equivalents was immaterial.

(d) Other current assets, excludes prepayments

The management assess that there are no material ECL on the other current assets, which excludes prepayments.

(iv) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholders' value. The Group manages its capital structure, and makes adjustment to it, in the light of changes in economic conditions. In order to maintain or achieve an optimal capital structure, the Group may adjust the amount of dividend payment, return capital to shareholders, issue new shares, buy back issued shares, obtain new borrowings or sell assets to reduce borrowings. No changes were made in the objectives, policies or processes during the financial years ended 31 December 2020 and 2019.

The capital structure of the Group consists of equity attributable to equity holders of the Company, comprising share capital, reserves, retained earnings, and net debts, which represent total bank borrowings, lease liabilities, bond payable, trade and other payables, and lease liabilities from financial institutions less cash and bank balances.

Management monitors capital with reference to net debt-to-equity ratio. The net debt-to-equity ratio is calculated as net debt divided by total equity. Net debt is calculated as total bank borrowings, lease liabilities, bond payable, trade and other payables and lease liabilities from financial institutions less cash and bank balances. Total equity includes equity attributable to equity holders of the Company.

	Group	
	2020	2019
	S\$	S\$
Net debt	3,486,246	6,535,699
Total equity	50,295,340	54,528,776
Net debt-to-equity ratio	6.93%	11.99%

The Group was not subject to any externally imposed capital requirements for the financial years ended 31 December 2020 and 2019.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

32. FINANCIAL INSTRUMENTS (Continued)

(v) Financial instruments by category

	Group		Company	
	2020	2019	2020	2019
	S\$	S\$	S\$	S\$
Financial assets, at FVOCI	34,755	34,755	–	–
Financial assets at amortised cost:				
- Trade and other receivables	1,523,635	4,259,453	–	145,287
- Other current assets	192,306	230,743	–	–
- Cash and bank balances	6,783,880	6,643,415	131,238	89,482
	8,534,576	11,168,366	131,238	234,769
Financial liabilities at amortised cost:				
- Trade and other payables	3,593,939	6,169,074	11,151,676	12,207,956
- Bond payable	–	–	–	1,000,000
- Bank borrowings	100,000	–	–	–
- Lease liabilities from financial institutions	26,758	54,038	–	–
- Lease liabilities	6,098,315	6,589,339	–	–
	9,819,012	12,812,451	11,151,676	13,207,956

33. FAIR VALUES OF FINANCIAL INSTRUMENTS

(i) Fair value of financial instruments that are carried at fair value

Fair value hierarchy

The Group classifies fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy have the following levels:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices), and
- Level 3 – Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

The Group's financial asset, at FVOCI was quoted in an active market and measured at fair value (Level 1) (Note 9) in 2019. The financial assets were transferred from Level 1 to Level 3 of the fair value hierarchy in 2020 when the investment was delisted from the stock exchange.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2020

33. FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

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

The carrying amounts of other financial assets and financial liabilities with a maturity of less than one year (including trade and other receivables, other current assets excluding prepayments, cash and bank balances and trade and other payables excludes contract liabilities and GST payables) approximate their fair values for they have short-term period of maturity.

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

At the reporting date, there are no financial instruments in this category.

STATISTICS OF SHAREHOLDINGS

As at 16 March 2021

Issued and fully paid-up capital	:	S\$35,225,394
Number of Issued Shares	:	1,780,860,561
Class of shares	:	Ordinary
Voting Rights	:	One vote per Ordinary Share (“Share”)
Treasury Shares	:	Nil
Subsidiary Holdings	:	Nil

DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	2	0.30	152	*
100 - 1,000	50	7.42	38,900	*
1,001 - 10,000	110	16.32	496,300	0.03
10,001 - 1,000,000	415	61.57	113,108,100	6.35
1,000,001 AND ABOVE	97	14.39	1,667,217,109	93.62
TOTAL	674	100.00	1,780,860,561	100.00

*Negligible.

TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1.	NG CHUAN HENG	427,900,000	24.03
2.	UOB KAY HIAN PRIVATE LIMITED	261,093,300	14.66
3.	TEO SIEW CHENG	144,907,000	8.14
4.	TAN POH GUAN (CHEN BAOYUAN)	88,461,017	4.97
5.	QUEK LAY WAH	82,604,984	4.64
6.	PHILLIP SECURITIES PTE LTD	56,987,000	3.20
7.	TAN JUN HAO (CHEN JUNHAO)	53,975,000	3.03
8.	TAN ZHEN YING (CHEN ZHENYING)	53,975,000	3.03
9.	ONG BOON KWONG (WANG WENGUANG)	37,350,000	2.10
10.	PUA BENG BOON (PAN LINGWEN)	28,064,400	1.58
11.	KGI SECURITIES (SINGAPORE) PTE. LTD.	27,724,838	1.56
12.	LEE LAI SAN (LI LISHAN)	26,730,300	1.50
13.	NG SOO TIONG	23,300,000	1.31
14.	LEE MUI HWA	22,200,000	1.25
15.	LAI CHOONG HON	21,000,000	1.18
16.	LEE LYE FUN (LI LIFEN)	15,650,900	0.88
17.	ONG KIOT HOU	15,143,800	0.85
18.	ONG BOON SIN (WANG WENXIN)	15,113,200	0.85
19.	LEE KIAN CHENG	14,052,000	0.79
20.	ONG CHIN GUAN	13,474,200	0.76
	TOTAL	1,429,706,939	80.28

STATISTICS OF SHAREHOLDINGS

As at 16 March 2021

SUBSTANTIAL SHAREHOLDERS AS AT 16 MARCH 2021

(As recorded in the Register of Substantial Shareholders)

NO.	NAME	DIRECT INTERESTS		DEEMED INTERESTS	
		NO. OF SHARES HELD	%	NO. OF SHARES HELD	%
1.	Ng Chuan Heng	427,900,000	24.03	–	–
2.	Teo Siew Cheng	144,907,000	8.14	–	–

PERCENTAGE OF SHAREHOLDING IN PUBLIC'S HANDS

The percentage of shareholdings of the Company held in the hands of the public is approximately 55.63%. Accordingly, the Company has complied with Rule 723 of the Listing Manual Section B: Rules of Catalist of the SGX-ST.

LETTER TO SHAREHOLDERS

LETTER TO SHAREHOLDERS IN RELATION TO THE COMPANY'S ANNUAL GENERAL MEETING TO BE HELD ON WEDNESDAY, 28 APRIL 2021 AT 9.30 A.M.

Dear Shareholders of HGH Holdings Ltd. (the “**Company**”),

1. INTRODUCTION

The Board of Directors (the “**Board**”) of the Company refers to: -

- (a) the COVID-19 (Temporary Measures) Act 2020 (the “**Act**”) passed by the Singapore Parliament on 7 April 2020 which enables the Minister of Law by order to prescribe alternative arrangements for listed companies in Singapore to, *inter alia*, conduct general meetings, either wholly or partly, by electronic communication, video conferencing, tele-conferencing or other electronic means;
- (b) the COVID-19 (Temporary Measures) (Alternative Arrangements for Meeting for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020 (the “**Order**”) which sets out the alternative arrangements in respect of, *inter alia*, general meetings of companies; and
- (c) the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) (Amendment No. 3) Order 2020 which extended the application of alternative arrangements in respect of, *inter alia*, general meetings of companies in the Order up to 30 June 2021.

The Company is pleased to announce that pursuant to the Order, the Annual General Meeting (“**AGM**”) in respect of the financial year ended 31 December 2020 will be convened and held by way of electronics means on **Wednesday, 28 April 2021 at 9:30 a.m.**

2. NO DESPATCH OF PRINTED COPIES OF ANNUAL REPORT 2020, NOTICE OF AGM, AND PROXY FORM

In line with the provisions under the Order, no printed copies of the Annual Report 2020, Notice of AGM and Proxy Form will be despatched to the shareholders.

Copies of the Annual Report 2020, Notice of AGM and proxy form have been uploaded on SGXNet and are now also available on the Company’s website at the URL: <https://www.hghholdings.com.sg/>.

Shareholders are advised to read the Notice of AGM carefully in order to decide whether they should vote in favour of or against the ordinary resolutions, or to abstain from voting on the ordinary resolutions, to be tabled at the AGM.

3. NO PHYSICAL ATTENDANCE AT THE AGM

Pursuant to the Order, shareholders will NOT be able to attend the AGM in person. Instead, alternative arrangements have been put in place to allow shareholders to participate at the AGM by (a) watching the AGM proceedings via “live” webcast or listening to the AGM proceedings via “live” audio feed, (b) submitting questions in advance of the AGM, and/or (c) voting by proxy at the AGM. Please see paragraph 4 below and the Appendix for these alternative arrangements.

LETTER TO SHAREHOLDERS

4. ALTERNATIVE ARRANGEMENTS FOR PARTICIPATION AT THE AGM

Shareholders may participate in the AGM by: -

- (a) observing and/or listening to the AGM proceedings via live audio-visual webcast or live audio-only stream;
- (b) submitting questions in advance prior to the AGM; and
- (c) appointing the Chairman of the AGM as proxy to attend, speak and vote on their behalf at the AGM

Details of the steps for pre-registration, pre-submission of questions and voting at the AGM are set out in the APPENDIX to this Letter.

5. PERSONS WHO HOLD SHARES THROUGH RELEVANT INTERMEDIARIES

Persons who hold the Company's shares through relevant intermediaries (as defined in section 181 of the Singapore Companies Act, Chapter 50), including CPF and SRS investors, and who wish to participate in the AGM by:

- (a) observing and/or listening to the AGM proceedings via live audio-visual webcast or live audio-only stream;
- (b) submitting questions in advance prior to the AGM; and
- (c) appointing the Chairman of the AGM as proxy to attend, speak and vote on their behalf at the AGM

should contact their relevant intermediary which they hold shares as soon as possible in order for the necessary arrangements to be made for their participation in the AGM.

6. KEY DATES/DEADLINES

Key dates/deadline	Details
13 April 2021 (Tuesday), 12:00 a.m.	Shareholders, including CPF and SRS investors may begin to:- (a) Pre-register at the URL: https://globalmeeting.bigbangdesign.co/hgh/ for "live" webcast or "live" audio feed of the AGM proceedings; and (b) Submit questions (if any) in advance on the following manner:- (i) Together with the pre-registration form at the URL: https://globalmeeting.bigbangdesign.co/hgh/ ; or (ii) By email to info@hghholdings.com.sg ; or (iii) In hard copy by post to the registered office of the Company at 60 Benoi Road, #03-02 EMS Building, Singapore 629906.
16 April 2021 (Friday) by 9:30 a.m.	Deadline for CPF/SRS investors who wish to appoint the Chairman of the AGM as proxy to approach their respective CPF Agent Banks and/or SRS Operators to submit their votes.
25 April 2021 (Sunday) by 9:30 a.m.	Deadline for Shareholders:- <ul style="list-style-type: none"> ● to pre-register for live audio-visual webcast or live audio-only stream; ● to submit questions in advance prior to the AGM; and ● to submit instruments appointing the Chairman of the Meeting as proxy.

LETTER TO SHAREHOLDERS

Key dates/deadline	Details
Any date prior to the AGM or if none, address during the AGM.	Publication of answers to questions at SGXNet and the Company's website at the URL: https://www.hghholdings.com.sg/
27 April 2021 (Tuesday), 9:30 a.m.	Authenticated Shareholders will receive a confirmation email which contact login details, as well as the link to access the "live" webcast or "live" audio feed of the AGM proceedings (the " Confirmation Email ").
28 April 2021 (Wednesday), 9:30 a.m. on - Actual date of AGM	Authenticated Shareholders can access the "live" webcast of the AGM proceedings by clicking on the URL in the Confirmation Email and enter the login details as indicated in the Confirmation Email.

7. FURTHER INFORMATION

For further information on the conduct of the AGM and the alternative arrangements, shareholders can refer to the Appendix or the Company's website at the URL: <https://www.hghholdings.com.sg/>.

Important reminder: The Company would like to remind the shareholders that, with the constantly evolving COVID-19 situation, the Company may be required to change its AGM arrangement at short notice. Shareholders should check the above URL and SGXNet for updates on the AGM.

The Company would like to thank all the shareholders for their patience and co-operation in enabling us to hold our AGM with the optimum safe management measures amidst the current COVID-19 pandemic.

By Order of the Board

TAN POH GUAN
Executive Director and Chief Executive Officer
13 April 2021

*This Letter has been reviewed by the Company's sponsor, SAC Capital Private Limited (the "**Sponsor**"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") and the SGX-ST assumes no responsibility for the contents of this Letter, including the correctness of any of the statements or opinions made or reports contained in this Letter.*

The contact person for the Sponsor is Mr. David Yeong (Tel (65) 6232 3210), at 1 Robinson Road, #21-00 AIA Tower, Singapore 048542.

LETTER TO SHAREHOLDERS

APPENDIX

STEPS FOR PRE-REGISTRATION, PRE-SUBMISSION OF QUESTIONS AND VOTING AT THE AGM

Shareholders will be able to observe and/or listen to the AGM proceedings through a live audio-visual webcast or live audio-only stream via their mobile phones, tablets or computers, submit questions in advance of the AGM and vote by appointing the Chairman of the AGM as proxy to attend, speak and vote on their behalf, at the AGM.

To do so, the shareholders are required to complete the following steps: -

STEPS	ACTIONS TO BE TAKEN
Pre-Registration	<ol style="list-style-type: none"> Shareholders (including CPF and SRS investors), can pre-register at the pre-registration website, at the URL: https://globalmeeting.bigbangdesign.co/hgh/ from 13 April 2021 till 9:30 a.m. on Sunday, 25 April 2021 to enable the Company to verify their status as Shareholders. Following the verification, authenticated Shareholders will receive a Confirmation Email which contain the login instructions as well as the link to access the live audio-visual webcast and live audio only stream of the AGM proceedings. Shareholders who do not receive a Confirmation Email by 9:30 a.m. on Tuesday, 27 April 2021, but have pre-registered by 25 April 2021 deadline, should contact Ms Sharon Mak via email at info@hghholdings.com.sg or (+65) 6268 7111. <p>Please be reminded that shareholders MUST NOT share or disclose the login details to those who are not entitled to attend the AGM. This is also to avoid any technical disruptions or overload to the live audio-visual webcast or live audio-only stream.</p> <p>Please also note that recording of the AGM in whatever form is also STRICTLY prohibited.</p>
Submitting question in advance prior to the AGM	<p>Shareholders will not be able to ask question at the AGM during the live audio-visual webcast or live audio-only stream, and therefore, it is important for Shareholders to pre-register and pre-submit their questions in advance of the AGM.</p> <p>Shareholders (including CPF and SRS investors) can submit questions related to the resolutions to be tabled for approval at the AGM, to the Chairman of the AGM, in advance of the AGM, in the following manner:-</p> <ol style="list-style-type: none"> via the pre-registration website. Shareholders who pre-register to observe and/or listen to the AGM proceedings may submit their questions via the pre-registration website, at the URL: https://globalmeeting.bigbangdesign.co/hgh/; or via email to info@hghholdings.com.sg; or via post to the Company's registered office at 60 Benoi Road, #03-02 EMS Building, Singapore 629906.

LETTER TO SHAREHOLDERS

APPENDIX

STEPS FOR PRE-REGISTRATION, SUBMISSION OF QUESTIONS AND PROXY FORM PRIOR TO THE AGM

STEPS	ACTIONS TO BE TAKEN
Submitting question in advance prior to the AGM (continued)	<p>When sending in your questions via email or by post, please also provide us with the following details: -</p> <ol style="list-style-type: none"> (1) Your full Name; (2) Your full NRIC / Passport / UEN number; (3) Your contact number and email address; and (4) The manner in which you hold shares in the Company (e.g. via CDP, physical script holder, CPF and/or SRS). <p>Deadline to submit questions. All questions must be submitted by 9.30 a.m. on Sunday, 25 April 2021 in order to give the Company sufficient time to process and address the substantial and relevant ones.</p> <p>Addressing questions. The Company will address all substantial and relevant questions received from members by publishing our responses to such questions on the Company's website, at the URL: https://www.hghholdings.com.sg/ and on SGXNet, at the URL: https://www.sgx.com/securities/company-announcement/ prior to the AGM. If we are unable to do so, we will address those substantial and relevant questions, which have not already been addressed prior to the AGM, during the AGM itself through the live audio-visual webcast and live audio-only stream.</p>
Proxy Voting	<p>Shareholders will NOT be able to vote through live audio-visual webcast or live audio-only stream.</p> <p>Appointment of Chairman of the AGM as proxy. Shareholders (whether individual or corporate) who pre-register to observe and/or listen to the AGM proceedings and wish to vote on the resolutions to be tabled at the AGM must appoint the Chairman of the AGM as their proxy to vote on their behalf, at the AGM, in accordance with the instructions on the proxy form.</p> <p>Specific voting instructions to be given. Shareholders (whether individual or corporate) appoint the Chairman of the AGM as their proxy, they must give specific instructions as to vote "for", "against" or to "abstain from voting", in respect of a resolution in the proxy form, failing which the appointment of the Chairman of the AGM as proxy for that resolution will be treated as invalid.</p> <p>Submission of proxy forms. Proxy forms must be completed, signed and submitted in the following manner:</p> <ol style="list-style-type: none"> (a) If in hardcopy and sent by post, the proxy form must be deposited with the Company's registered office at 60 Benoi Road, #03-02 EMS Building, Singapore 629906; or (b) If by email, the proxy form must be submitted to the Company at info@hghholdings.com.sg <p>in either case, by 9:30 a.m. on Sunday, 25 April 2021.</p>

LETTER TO SHAREHOLDERS

APPENDIX

STEPS FOR PRE-REGISTRATION, SUBMISSION OF QUESTIONS AND PROXY FORM PRIOR TO THE AGM

STEPS	ACTIONS TO BE TAKEN
Proxy Voting (<i>continued</i>)	<p>CPF or SRS investors who wish to appoint the Chairman of the AGM as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 9:30 a.m. on Friday, 16 April 2021 before the AGM.</p> <p>The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of a member whose shares are entered against his/her name in the Depository Register, the Company may reject any instrument of proxy lodged if such member, being the appointor, is not shown to have shares entered against his/her name in the Depository Register 72 hours before the time appointed for holding the meeting, as certified by the Depository to the Company.</p>

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting (“**AGM**”) of HGH Holdings Ltd. (the “**Company**”) will be held by way of electronic means on Wednesday, 28 April 2021 at 9:30 a.m., to transact the following business: -

AS ORDINARY BUSINESS

1. To receive and adopt the Directors’ Statement and the Audited Financial Statements of the Company for the financial year ended 31 December 2020 together with the Auditors’ Report thereon. [Resolution 1]
2. To re-elect the following Directors, each of whom retires by rotation pursuant to Regulation 107 of the Constitution of the Company and who, being eligible, offer themselves for re-election:
 - 2.1 Mr Ng Ser Chiang [Resolution 2]
 - 2.2 Ms Amelia Vincent [Resolution 3]
3. To approve the payment of Directors’ fees of up to S\$120,000 for the financial year ending 31 December 2021 (2020: S\$119,784). [Resolution 4]
4. To re-appoint Messrs Crowe Horwath First Trust LLP as Auditors of the Company and to authorise the Directors of the Company to fix their remuneration. [Resolution 5]
5. To transact any other ordinary business which may properly be transacted at an AGM.

AS SPECIAL BUSINESS

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

Authority to allot and issue shares

That pursuant to Section 161 of the Companies Act, Chapter 50 of Singapore (“**Companies Act**”), the Constitution of the Company and Rule 806 of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Manual Section B: Rules of Catalist (“**Catalist Rules**”), the Directors of the Company be authorised and empowered to:

- (a)
 - (i) allot and issue shares in 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; and
- (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue Shares in pursuance of any Instrument made or granted by the Directors of the Company while this Resolution was in force,

NOTICE OF ANNUAL GENERAL MEETING

(the “Share Issue Mandate”)

provided that:

- (1) the aggregate number of Shares (including Shares to be issued in pursuance of the Instruments, made or granted pursuant to this Ordinary Resolution) and Instruments to be issued pursuant to this Ordinary Resolution shall 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 (2) below), and provided further that where shareholders of the Company (“Shareholders”) are not given the opportunity to participate in the same on a pro-rata basis, then the Shares and Instruments to be issued under such circumstances shall 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 (2) below);
- (2) (subject to such calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares and Instruments that may be issued under sub-paragraph (1) above, the percentage of the issued Shares (excluding treasury shares and subsidiary holdings) and Instruments 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 of the passing of this Ordinary Resolution, after adjusting for:
 - (a) new Shares arising from the conversion or exercise of the Instruments or any convertible securities;
 - (b) new Shares arising from exercising share options or vesting of share awards provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
 - (c) any subsequent bonus issue, consolidation or subdivision of Shares.

Adjustments in accordance with the sections (a) and (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 Ordinary Resolution;
- (3) in exercising the Share Issue Mandate conferred by this Ordinary Resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST), all applicable legal requirements under the Companies Act and the Constitution of the Company for the time being; and
- (4) unless revoked or varied by the Company in a general meeting, the Share Issue Mandate shall continue in force (i) until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is earlier; or (ii) in the case of shares to be issued in pursuance of the Instruments, made or granted pursuant to this Ordinary Resolution, until the issuance of such shares in accordance with the terms of the Instruments.

[Resolution 6]

BY ORDER OF THE BOARD

Thum Sook Fun
Company Secretary
Singapore, 13 April 2021

NOTICE OF ANNUAL GENERAL MEETING

EXPLANATORY NOTES ON BUSINESSES TO BE TRANSACTED

Ordinary Resolution 2 and 3 in relation to the re-election of Directors

- (1) Mr Ng Ser Chiang will, upon re-election, continue to serve as the Independent Director, Chairman of the Nominating Committee and member of the Audit Committee and Remuneration Committee. He is considered independent for the purposes of Rule 704(7) of the Catalist Rules.
- (2) Ms Amelia Vincent will, upon re-election, continue to serve as the Lead Independent Director, Chairman of the Audit Committee and member of the Nominating Committee and Remuneration Committee. She is considered independent for the purposes of Rule 704(7) of the Catalist Rules.

In relation to Ordinary Resolutions 2 and 3, detailed information on these Directors (including information as set out in Appendix 7F of the Catalist Rules) can be found under the sections entitled “**Board of Directors**” and “**Additional Information on Directors seeking re-election**” in the Company’s Annual Report 2020.

Ordinary Resolution 4 in relation to the Directors’ fees

Resolution 4 is to approve the payment of Directors’ fees of up to S\$120,000 for services to be rendered by the Independent Directors of the Board as well as on various Board Committees for the financial year ending 31 December 2021. Upon approval, the fee shall be made payable to the Directors on a half-yearly basis.

The Board is of the view that it is just and equitable for the Independent Directors to be paid Directors’ fees on half-yearly basis, and to align with current market practices.

Ordinary Resolution 5 in relation to the re-appointment of auditors

Resolution 5 is to re-appoint Messrs Crowe Horwath First Trust LLP as the Company’s Auditors and to authorise the Directors to fix their remuneration. The Company has complied with Rule 713(1) of the Catalist Rules by ensuring that the audit partner is not in charge of more than 5 consecutive years of audits. The current audit partner, Ms Teo Yen Lin, was appointed for the financial year ended 31 December 2020.

Ordinary Resolution 6 in relation to the Share Issue Mandate

Resolution 6 is to empower the Directors of the Company, effective until the conclusion of the next AGM of the Company, or the date by which the next AGM of the Company 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 issue Shares, make or grant Instruments convertible into Shares and issue Shares pursuant to such Instruments, up to a number not exceeding, in total, 100% of the total number of issued Shares (excluding treasury Shares and subsidiary holdings) in the capital of the Company, of which up to 50% may be issued other than on a pro rata basis to shareholders.

For determining the aggregate number of Shares that may be issued, the percentage of the total number of issued Shares will be calculated 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 6 is passed, after adjusting for new Shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which are outstanding or subsisting at the time when this Resolution 6 is passed, and any subsequent bonus issue, consolidation or subdivision of Shares.

NOTICE OF ANNUAL GENERAL MEETING

IMPORTANT NOTES

1. INTRODUCTION

The AGM will be held by 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 (the “Order”). Printed copies of this Notice of AGM will not be sent to shareholders. Instead, this Notice will be published on the Company’s website at <https://www.hghholdings.com.sg/> and has also been made available on the SGXNet.

Alternative arrangements relating to attendance at the AGM via electronic means (including arrangements by which the meeting can be electronically accessed via live audio-visual webcast or live audio-only stream), submission of questions to the Chairman of the Meeting in advance of the AGM, addressing of substantial and relevant questions at, or prior to, the AGM and voting by appointing the Chairman of the Meeting as proxy at the AGM, are set out in the accompanying Company’s Letter to Shareholders dated 13 April 2021 (the “Letter”), which has been uploaded together with the Notice of this AGM on SGXNet on the same day. This Letter may also be accessed at the Company’s website at <https://www.hghholdings.com.sg/>.

2. CONDUCT OF AGM

2.1 Due to the current COVID-19 situation in Singapore, a shareholder will **NOT** be able to attend the AGM in person. A shareholder (whether individual or corporate) may participate in the AGM by:

- (a) observing and/or listening to the AGM proceedings via live audio-visual webcast or live audio-only stream;
- (b) appointing the Chairman of the Meeting as proxy to attend, speak and vote on their behalf at the AGM; and
- (c) submitting questions prior to the AGM.

In order to do so, a shareholder, including CPF and SRS Investors (as defined in section 181 of the Singapore Companies Act, Cap. 50), must pre-register at the Company’s pre-registration website at the URL: <https://globalmeeting.bigbangdesign.co/hgh/> by **9:30 a.m. on Sunday, 25 April 2021 (“Registration Deadline”)** for verification of their status as shareholders (or the corporate representatives of such shareholders).

2.2 Shareholders (whether individual or corporate) who wish to vote must submit their proxy forms in advance and appoint “**Chairman of the Meeting**” as their proxy by giving the specific instruction to vote. The Chairman of the Meeting, as proxy, need not be a shareholder of the Company. Where shareholder (whether individual or corporate) appoints the Chairman of the Meeting as his/her/its proxy, he/she/it must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the proxy form, failing which the appointment of the Chairman of the Meeting as proxy for that resolution will be treated as invalid. The accompanying proxy form for the AGM can be accessed at the Company’s website at the URL: <https://www.hghholdings.com.sg/> and has also been made available on SGXNet.

CPF and SRS investors who wish to appoint the Chairman of the Meeting as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by **9:30 a.m. on Friday, 16 April 2021** before the AGM.

Shareholders can either choose to submit the completed and signed proxy form by the following manners by **9:30 a.m. on 25 April 2021**, (being not less than 72 hours before the time appointed for the AGM):-

- (i) If submitted by post, be deposited at the Company’s registered office at 60 Benoi Road, #03-02 EMS Building, Singapore 629906; or
- (ii) If submitted electronically, via email to info@hghholdings.com.sg.

A shareholder 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 above, or scanning and sending it by email to the email address provided above. **In view of the current COVID-19 situation and the related safe distancing measures which may make it difficult for shareholders to submit completed proxy forms by post, shareholders are strongly encouraged to submit completed proxy forms electronically via email.**

The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of a shareholder whose shares are entered against his/her name in the Depository Register, the Company may reject any instrument of proxy lodged if such shareholder, being the appointor, is not shown to have shares entered against his/her name in the Depository Register 72 hours before the time appointed for holding the meeting, as certified by the Depository to the Company

NOTICE OF ANNUAL GENERAL MEETING

3. NO DESPATCH OF PRINTED COPIES OF NOTICE OF AGM, PROXY FORM AND ANNUAL REPORT

- 3.1 In line with the provisions under the Order, no printed copies of the Notice of AGM, the accompanying proxy form and the Company's Annual Report for the financial year ended 31 December 2020 in respect of the AGM will be despatched to Shareholders.
- 3.2 A copy of the Notice of AGM, the accompanying proxy form and the Company's Annual Report for the financial year ended 31 December 2020 have been published on the Company's website at <https://www.hghholdings.com.sg/> and have also been made available on the SGXNet.

Due to the constantly evolving COVID-19 situation in Singapore, the Company may be required to change the arrangements for the AGM at short notice. Shareholders are advised to check the announcement on SGXNet for the latest updates on the status of the AGM.

Personal Data Privacy

Where a shareholder of the Company submits an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a shareholder of the Company (i) consents to the collection, use and disclosure of the shareholder's and its proxy(ies)'s or representative(s)'s personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed 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), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the shareholder discloses the personal data of the shareholder's proxy(ies) and/or representative(s) to the Company (or its agents), the shareholder has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, (iii) undertakes that the shareholder will only use the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iv) agrees that the shareholder will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the shareholder's breach of warranty. The shareholder's personal data and the proxy's and/or representative's personal data may be disclosed or transferred by the Company to its subsidiaries, its share registrar and/or other agents or bodies for any of the Purposes, and retained for such period as may be necessary for the Company's verification and record purposes.

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 shareholder of the Company and/or its proxy(ies) or representative(s) (such as his/her name, his/her presence at the AGM and any questions he/she may raise or motions he/she proposes/seconds) may be recorded by the Company for such purpose.

This notice has been reviewed by the Company's sponsor, SAC Capital Private Limited (the "Sponsor"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "SGX-ST") and the SGX-ST assumes no responsibility for the contents of this notice, including the correctness of any of the statements or opinions made or reports contained in this notice.

The contact person for the Sponsor is Mr. David Yeong (Tel (65) 6232 3210), at 1 Robinson Road, #21-00 AIA Tower, Singapore 048542.

NOTICE OF ANNUAL GENERAL MEETING

Additional Information on the Directors seeking for re-election

Mr. Ng Ser Chiang and Ms. Amelia Vincent are the Directors seeking for re-election at the forthcoming AGM of the Company to be convened on Wednesday, 28 April 2021 under Ordinary Resolutions 2 and 3 as set out in the Notice of AGM dated 13 April 2021 (collectively, the “**Retiring Directors**”).

Pursuant to Rule 720(5) of the Rules of Catalist of the SGX-ST, the information as set out in Appendix 7F relating to the Retiring Directors is set out below:

Name of the Retiring Director	Ng Ser Chiang	Amelia Vincent
Date of Appointment	15 June 2016	15 June 2016
Date of last re-appointment	29 April 2019	29 April 2019
Age	55	47
Country of principal residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	<p>The Board having considered the recommendation of the Nominating Committee and assessed Mr Ng Ser Chiang's qualification and experiences, is satisfied that Mr Ng Ser Chiang has the requisite experience and capabilities to assume the duties and responsibilities as an Independent Director of the Company.</p> <p>Mr Ng Ser Chiang was also appointed as Chairman of the Nominating Committee and members of the Audit Committee and Remuneration Committee.</p>	<p>The Board having considered the recommendation of the Nominating Committee and assessed Ms Amelia Vincent's qualification and experiences, is satisfied that Ms Amelia Vincent has the requisite experience and capabilities to assume the duties and responsibilities as an Independent Director of the Company.</p> <p>Ms Amelia Vincent was also appointed as the Lead Independent Director, Chairman of the Audit Committee and members of the Nominating Committee and Remuneration Committee.</p>
Whether appointment is executive, and if so, the area of responsibility	Non-Executive	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	(a) Independent Director (b) Chairman of Nominating Committee (c) Member of Audit Committee (d) Member of Remuneration Committee	(a) Lead Independent Director (b) Chairman of Audit Committee (c) Member of Nominating Committee (d) Member of Remuneration Committee
Professional qualifications	Bachelor of Law from University of Wolverhampton	Bachelor of Accountancy (Honours) from Nanyang Technological University and Certified Public Accountant
Working experience and occupation(s) during the past 10 years	Please refer to Mr Ng Ser Chiang's profile set out in page 9 under the “Board of Directors profile” section of the Annual Report 2020.	Please refer to Ms Amelia Vincent's profile set out in page 8 under the “Board of Directors profile” section of the Annual Report 2020.
Shareholding interest in the listed issuer and its subsidiaries	No	No

NOTICE OF ANNUAL GENERAL MEETING

Name of the Retiring Director	Ng Ser Chiang	Amelia Vincent
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	No	No
Conflict of interest (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) of the Catalist Rule has been submitted to the listed issuer	Yes	Yes
Other Principal Commitments including Directorships Past (for the past 5 years)	<ul style="list-style-type: none"> Acuity Management Pte. Ltd. (18 January 2017 - 30 April 2018) Intoasia Consultancy Pte. Ltd. (struck off on 7 November 2016) 	<ul style="list-style-type: none"> Williams Grant & Sons Singapore Pte. Ltd. (27 August 2014 to 4 January 2021)
Present	<ul style="list-style-type: none"> Elitaire Asia Pte. Ltd. (8 April 2010 – Present) Altair Asia (S) Pte. Ltd. (17 March 2016 – Present) Emergo Solutions Pte. Ltd. (6 July 2017 – Present) 	<ul style="list-style-type: none"> Abilities Beyond Limitations and Expectations Limited (15 August 2018 – Present) Control Risk Group (S) Pte. Ltd. (11 January 2021 – Present)
Information required under items (a) to (k) of Appendix 7F of the Catalist Rule	There is no change to the responses previously disclosed Mr Ng Ser Chiang under items (a) to (k) of Appendix 7F of the Catalist Rules which were all “No”. The Appendix 7F information in respect of Mr Ng Ser Chiang as Director was announced on 15 June 2016.	There is no change to the responses previously disclosed Ms Amelia Vincent under items (a) to (k) of Appendix 7F of the Catalist Rules which were all “No”. The Appendix 7F information in respect of Ms Amelia Vincent as Director was announced on 3 January 2020.

HGH HOLDINGS LTD.
(Company Registration Number: 200412064D)
(Incorporated in the Republic of Singapore)

PROXY FORM - ANNUAL GENERAL MEETING

IMPORTANT:

1. The Annual General Meeting ("AGM") is being convened, and will be held, by 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. The Notice of AGM and proxy form will be sent to Shareholders by electronic means via publication on (i) SGX-ST's website at <https://www.sgx.com/securities/company-announcements/>; and (ii) the Company's corporate website at <https://www.hghholdings.com.sg/>.
2. Alternative arrangements relating to, among others, attendance, submission of questions in advance and/or voting by proxy at the AGM are set out in the Company's Letter to Shareholders dated 13 April 2021 (the "Letter") which has been uploaded together with this proxy form on SGXNet and the Company's website on the same day. The Letter, Notice of AGM and this proxy form may also be accessed at <https://www.hghholdings.com.sg/>.
3. Due to the current COVID-19 situation, Shareholders will **NOT** be able to attend the AGM in person. Shareholders (whether individual or corporate) who wish to vote must submit their proxy forms in advance and appoint "**Chairman of the Meeting**" as their proxy by giving the specific instruction to vote.
4. CPF/SRS investors who wish to appoint the Chairman of the Meeting as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by **9:30 a.m. on Friday, 16 April 2021** before the AGM.
5. Please read the notes overleaf which contain the instruction on, inter alia, the appointment of the Chairman of the Meeting as a shareholder's proxy to vote on his/her behalf at the AGM.

I/We, _____ (Name) _____ (NRIC/Passport No./Company No.)

of _____ (Address)

being a shareholder/shareholders of HGH Holdings Ltd. (the "**Company**"), hereby appoint the Chairman of the Meeting as *my/our proxy/proxies to attend and vote for *me/us on *my/our behalf at the AGM of the Company to be held via electronic means on Wednesday, 28 April 2021 at 9:30 a.m. and at any adjournment thereof.

*I/We direct the Chairman of the Meeting to vote for or against the ordinary resolutions 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 Meeting as *my/our proxy for that resolution will be treated as invalid.

No.	Ordinary Resolution relating to	For	Against	Abstain
	ORDINARY BUSINESS			
1.	To receive and adopt the Directors' Statement and the Audited Financial Statements of the Company for the financial year ended 31 December 2020 with the Auditors' Report.			
2.	To re-elect Mr Ng Ser Chiang, a Director of the Company retiring pursuant to the Regulation 107 of the Company's Constitution.			
3.	To re-elect Ms Amelia Vincent, a Director of the Company retiring pursuant to Regulation 107 of the Company's Constitution.			
4.	To approve the payment of Directors' fees of up to S\$120,000 or the financial year ending 31 December 2021 (2020: S\$119,784).			
5.	To re-appoint Messrs Crowe Horwath First Trust LLP as Auditors of the Company.			
	SPECIAL BUSINESS			
6.	Authority to allot and issue shares			

Notes:

- (i) Voting will be conducted by poll. If you wish to exercise all your votes 'For' or 'Against' or 'Abstain', please indicate with an 'X' within the box provided.
- (ii) The short descriptions given above of the Resolutions to be passed do not in any way whatsoever reflect the intent and purpose of the Resolutions. The short descriptions have been inserted for convenience only. Shareholders are encouraged to refer to the Notice of AGM for the full purpose and intent of the Resolutions to be passed.

Dated this _____ day of _____ 2021

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

Signature of Shareholder(s)
or Common Seal of Corporate Shareholder

*Delete where inapplicable

IMPORTANT: PLEASE READ THE NOTES OVERLEAF



Notes:-

1. Please insert the total number of Shares held by you. If you have Shares entered against your name in the Depository Register (as defined in the relevant sections of the Securities and Futures Act (Chapter 289)), 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 situation, shareholders will **NOT** be able to attend the AGM in person. Shareholders (whether individual or corporate) who wish to vote must submit their proxy forms in advance and appoint "**Chairman of the Meeting**" as their proxy by giving the specific instruction to vote. The Chairman of the Meeting as proxy, need not be a shareholder of the Company.
3. Shareholders can either choose to submit the completed and signed proxy form by the following manners by **9:30 a.m. on Sunday, 25 April 2021**, (being not less than 72 hours before the time appointed for the AGM):-
 - (i) If submitted by post, be deposited at the Company's registered office at 60 Benoi Road, #03-02 EMS Building, Singapore 629906; or
 - (ii) If submitted electronically, via email to info@hghholdings.com.sg.

A shareholder 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 above, or scanning and sending it by email to the email address provided above.

For CPF or SRS investors who wish to appoint the Chairman as proxy should approach their respective CPF Agents Banks or SRS Operators to submit their votes by **9:30 a.m. on Friday, 16 April 2021** before the AGM.

In view of the current COVID-19 situation and the related safe distancing measures which may make it difficult for shareholders to submit completed proxy forms by post, shareholders are strongly encouraged to submit completed proxy forms electronically via email.

4. The instrument appointing Chairman as proxy must be signed by the appointor or his attorney duly authorised in writing. Where the instrument appointing Chairman as proxy is executed by a corporation, it must be either under its common seal or under the hand of any duly authorised officer or attorney duly authorised. The power of attorney or other authority, if any, under which the instrument of proxy is signed on behalf of the shareholder or duly certified copy of that power of attorney or other authority (failing previous registration with the Company), if required by law, be duly stamped and to be deposited based on the above item 3 (i) or (ii), failing which the proxy form may be treated as invalid.
5. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of a shareholder whose shares are entered against his/her name in the Depository Register, the Company may reject any instrument of proxy lodged if such shareholder, being the appointor, is not shown to have shares entered against his/her name in the Depository Register 72 hours before the time appointed for holding the meeting, as certified by the Depository to the Company.

Personal Data Privacy:-

By submitting an instrument appointing a proxy(ies) and/or representative(s), the shareholder accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 13 April 2021.

AFFIX
STAMP

HGH HOLDINGS LTD.
(Company No. 200412064D)

60 BENOI ROAD,
#03-02 EMS BUILDING,
SINGAPORE 629906



HGH HOLDINGS LTD.

(Company Registration Number : 200412064D)

60 Benoi Road #03-02 Singapore 629906

Tel: + 65 6268 7112

Website: www.hghholdings.com.sg