



CONTINUITY IN  
**PURSUING**  
CORE STRATEGIES

METRO HOLDINGS LIMITED ANNUAL REPORT 2016

美羅  METRO

# Our Vision

Building on the synergies of our rich retail experience, strong foothold in the People's Republic of China (the "PRC"), and our strategic partnerships, Metro aims to be a leading property development and investment group in the region.

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# CONTINUITY IN PURSUING CORE STRATEGIES

Just as the cultivation of a bonsai plant requires focus, discipline and constant nurturing over a long-term horizon, Metro recognises that similar qualities are required to achieve the creation of value and sustainable growth.

Metro's astute execution of its growth strategies lies in its deep-rooted business fundamentals and stems from its enduring commitment to broaden its horizons. Moving ahead, Metro will continue to pursue its core strategies in being a property development and investment group while tapping into opportunities with steadfast drive.

# Metro Holdings at a Glance

## OUR PRESENCE

Today, the Group operates two core business segments – property development and investment, and retail. It is focused on key markets in the region such as the PRC, Indonesia and Singapore. The Group has also expanded its geographical presence to the United Kingdom.



## ABOUT US

Listed on the Mainboard of the SGX-ST in 1973, Metro Holdings was founded in 1957 by the late Mr Ong Tjoe Kim. Starting out as a textile store on 72 High Street, Singapore, Metro has grown over the years to become a property development and investment group with a broadened and diversified asset portfolio, backed by an established retail track record, with a turnover of S\$154.6 million and net assets of S\$1.4 billion as at 31 March 2016.



SHANGHAI



NANCHANG



GUANGZHOU



SINGAPORE



SHEFFIELD



MANCHESTER

**PROPERTY DEVELOPMENT AND INVESTMENT**

The Group’s property arm has significant interests in almost 108,000 square metres of prime retail and office investment properties in first-tier cities in the PRC, such as Shanghai and Guangzhou, and over 826,000 square metres of residential and mixed-use development properties held predominantly for sale. The Group also owns 16.1% of Top Spring International Holdings Limited (“Top Spring”), a Hong Kong-listed PRC property developer and invests 23.7% in InfraRed NF China Real Estate Fund II (A), L.P. (“InfraRed Fund II”), a private equity real estate opportunity fund.

**RETAIL**

Metro’s retail arm serves customers through a chain of three Metro department stores and three M.2 specialty shops in Singapore, and another nine department stores in Indonesia. The Metro shopping brand is an established household name in the retail industry, and offers a wide range of quality merchandise, over 1.4 million square feet of downtown and suburban retail space in both Singapore and Indonesia.

**INDONESIA**

Jakarta, Bandung, Makassar, Surabaya and Solo

**SINGAPORE**

The Centrepoint, Paragon and Causeway Point

**CHINA**

**Shanghai:** Metro City, Metro Tower, Shanghai Shama Century Park  
**Guangzhou:** GIE Tower  
**Jiangxi Province:** Nanchang Fashion Mark

**SINGAPORE**

The Crest at Prince Charles Crescent

**UNITED KINGDOM**

**Manchester:** Milliners Wharf The Hat Box, Middlewood Locks  
**Sheffield:** Sheffield Digital Campus

**CHINA INVESTMENT**

Top Spring  
 InfraRed Fund II

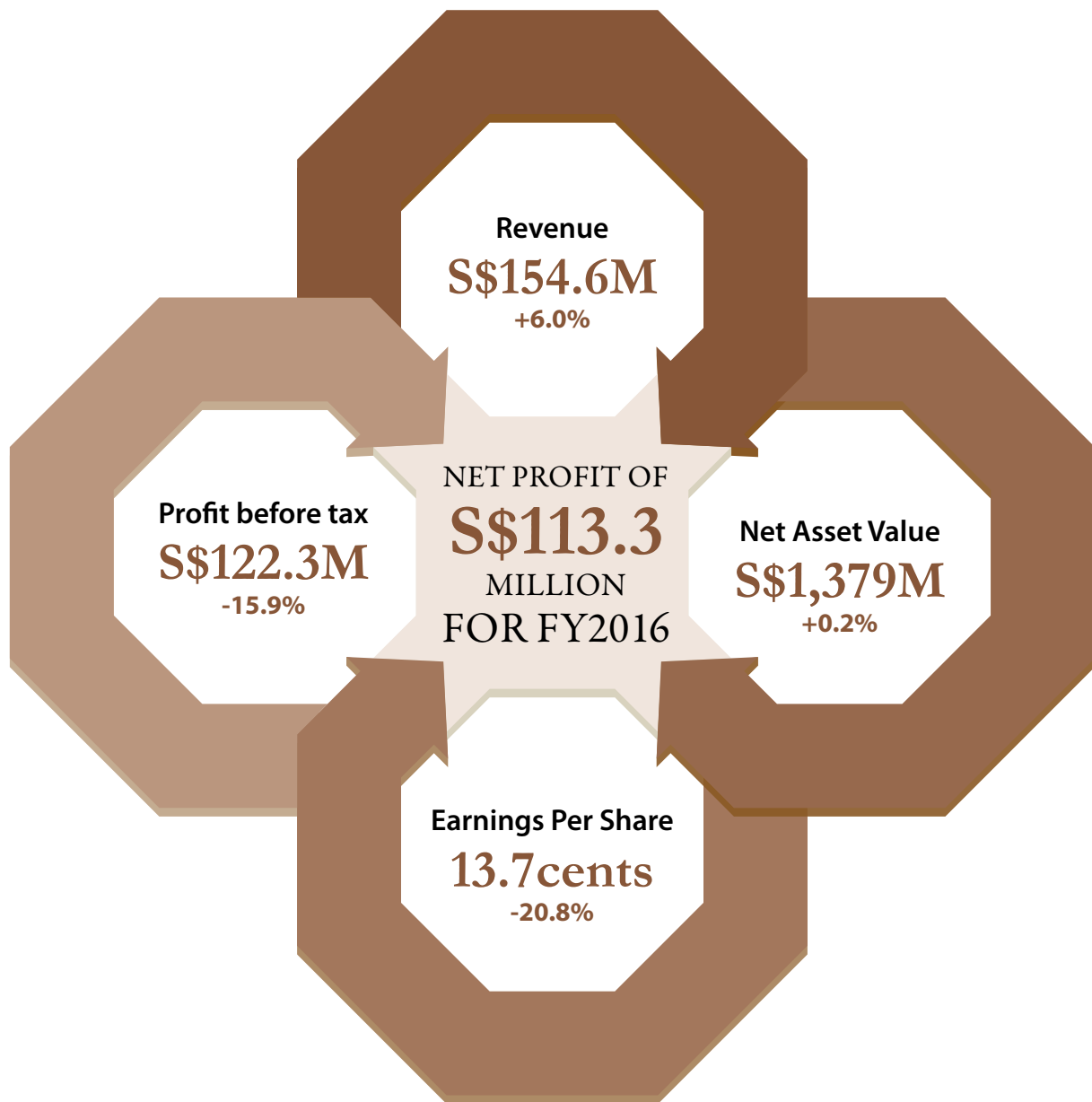


INDONESIA



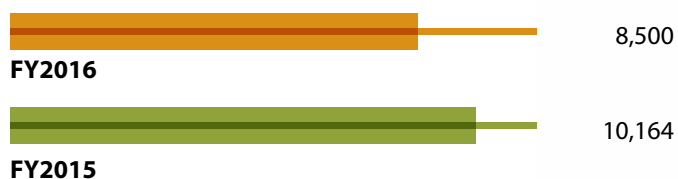
SINGAPORE

## Key Facts



While the Property Division registered significant contribution from divestment gains, fair value gains and recognition of sales of residential components, overall financial performance in FY2016 was largely impacted by an absence of negative goodwill recorded in FY2015.

## PROPERTY REVENUE (S\$'000)



Property revenue decreased 16.4%, largely due to the divestment of Frontier Koishikawa Building, Tokyo, in FY2016. This resulted in lower overall rental revenue contribution to property revenue. The average occupancy of Metro's three investment properties, including those held by a subsidiary and joint ventures, remained high at 91.2% as at 31 March 2016.

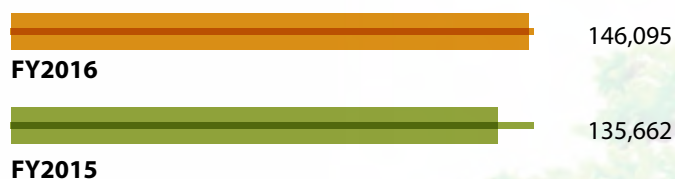
### Recent Developments of Property Division

- Acquired 50% effective interest in office development land site in Sheffield, UK
- Invested US\$24 million in InfraRed NF China Real Estate Fund II (A) L.P., with total commitment of US\$57 million
- Completed divestment of 50% stake in EC Mall, Beijing
- Completed divestment of 100% stake in Frontier Koishikawa Building, Tokyo

### Outlook

- Ongoing presales of Nanchang Fashion Mark project's commercial space
- Rental income from GIE Tower, Guangzhou, expected to remain stable
- Ongoing asset enhancement work on last two levels of Metro City, Shanghai

## RETAIL REVENUE (S\$'000)



The Group's retail revenue increased 7.7% to S\$146.1 million in FY2016 from S\$135.7 million. This was due to the full year revenue contribution by the Metro Centrepoint store, as compared to the store's contribution of five months in FY2015.

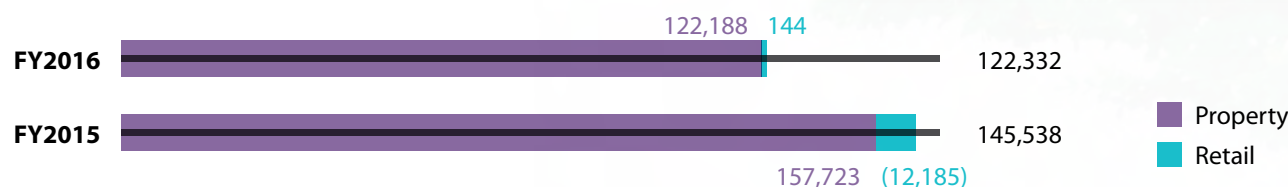
### Recent Developments of Retail Division

- Metro City Square and Metro Sengkang ceased operations following the expiry of leases
- Opened two M.2 shops at Bugis Junction and Bedok Mall
- Closed Monsoon/Accessorize Specialty Shops

### Outlook

- Metro Centrepoint to continue being affected by The Centrepoint's makeover, which is expected to conclude in late 2016
- Pressures from competitive retail environment to continue impacting operations

## PROFIT BEFORE TAX (S\$'000)



For FY2016, the Group registered profit before tax of S\$122.3 million. This was substantially contributed by its associate in Nanchang amounting to S\$46.7 million, S\$23.0 million in fair value adjustments on investment properties, which includes those held by associates and joint ventures, and a S\$38.1 million gain from the divestment of the Group's interest in joint ventures owning EC Mall, Beijing.

Comparatively, FY2015's profit before tax of S\$145.5 million was largely driven by the S\$57.4 million in negative goodwill from the recognition of Top Spring as an associate and a S\$21.7 million gain on disposal of the Group's interest in associated companies owning the six Tesco Lifespace developments in China.

## Chairman's Message

*"Having a strong financial position will provide us with the buffer to weather macroeconomic uncertainties and the capacity to capitalise on value accretive opportunities. This is particularly the case in the capital intensive field of property development and investment."*

Lt-Gen (Retd) Winston Choo  
Chairman



Dear Shareholders,

On behalf of the Board of Metro Holdings Limited ("Metro" or the "Group"), it is my pleasure to present our Annual Report for the financial year ended 31 March 2016 ("FY2016").

### FINANCIAL REVIEW

We achieved a net profit of S\$113.3 million in FY2016, the bulk of which were substantially contributed by the share of joint ventures' results of S\$68.2 million and share of associates' results of S\$75.7 million. These were collectively driven mainly by the Property Division's divestment gains as well as fair value gains and recognition of sales of its residential property component.

Our financial performance, while lower than the net profit of S\$142.4 million recorded in FY2015, was favourable considering that FY2016's results excluded a significant amount of negative goodwill of S\$57.4 million recorded in FY2015.

Contributions from Metro's joint ventures' and share of associates' results were also offset by a number of factors. These included the S\$6.6 million in unrealised fair value deficit of short term investments, S\$9.5 million in impairment of amount due from a joint venture, and a S\$13.0 million increase in general and administrative expenses which arose mainly from the unrealised foreign exchange losses on bank balances.

We ended the financial year with a robust balance sheet, with shareholders' equity of approximately S\$1.4 billion and a cash position of approximately S\$493.6 million as at 31 March 2016. Having a strong financial position will provide us with the buffer to weather macroeconomic uncertainties and the capacity to capitalise on value accretive opportunities. This is particularly the case in the capital intensive field of property development and investment.

### REMEMBERING MR JOPIE ONG'S PIONEERING VISION

At this juncture, I wish to express our great sadness on the loss of Mr Jopie Ong, our Group Managing Director, who passed away in February 2016. While Metro has a long operational retail history that stretches back almost six decades, it was under his watch that Metro transformed itself from a domestic departmental store chain into a global real estate and retail group. His leadership and ability to keep his fingers firmly on the pulse of retail trends ensured that Metro successfully navigated the fast changing retail and fashion landscape.

With his farsightedness during the 1980s in anticipating opportunities in China ahead of other players, Metro was able to capitalise on its resources to gain an early mover advantage there and in developing its now-core property development and investment business. The strong head start has since enabled us to expand our real estate presence not just in China, but also the United Kingdom ("UK") and Singapore.



On behalf of our staff, business associates and the Board, I would like to express gratitude for Mr Jopie Ong's leadership and for being an inspiration to all who have worked with him. We will always remember his pioneering vision and wisdom in charting the Group's strategic direction, resulting in Metro's position of strength today.

### **CONTINUITY IN PURSUING CORE STRATEGIES**

I would also like to take this opportunity to congratulate Mr Lawrence Chiang, who has been appointed as Metro's Group Chief Executive Officer in June 2016. He has been with Metro since 1989 and was the Group General Manager since 2007 before assuming the position of Group Chief Operating Officer in 2013. Following that, he was appointed the Acting Group Chief Executive Officer in February 2016. Given his long tenure with Metro, he understands our overall operations thoroughly. Mr Chiang was also instrumental in successfully executing the strategies through our evolution into a leading property development and investment group with an established retail track record. I am confident that with his outstanding leadership that has guided Metro forward, he will be able to provide the continuity in our operations and in pursuing our core strategies that have earned us success through the years.

### **PROPERTY DEVELOPMENT AND INVESTMENTS**

On an overall basis, the average occupancy of our three investment properties, held by a subsidiary and joint ventures, in FY2016 continued to be high at 91.2%.

Buoyed by the vibrancy of the residential market in Shanghai, our investment in Shanghai Shama Century Park serviced apartments have continued to generate good returns. The property registered the highest fair value gains among our investment properties, including those held by our associates and joint ventures, during the financial year.

### **Strengthened Partnerships Through Collaborations**

During FY2016, we deepened our presence in the UK and further strengthened our trusted partnership with Scarborough Group International Limited ("Scarborough") by investing in an office development land site in Sheffield, UK. With an anticipated completion of the first building in Q3 2017, the development, comprising two office buildings, is expected to provide 80,300 square feet and 50,900 square feet of net internal area respectively. This also marks our second collaboration with Scarborough in the country, following the partnership to develop Milliners Wharf The Hat Box and Middlewood Locks in Manchester, UK, in FY2015.

For our Nanchang Fashion Mark project, our collaboration with Top Spring International Holdings Limited has

progressed well and we continued to reap benefits from this strategic partnership. During FY2016, the completion and recognition of sales of 80.2% of the residential property component led to the recording of a significant contribution of S\$46.7 million.

We also extended our successful partnership with InfraRed NF China Real Estate Fund in FY2016 by committing a total of US\$57 million for investments in InfraRed NF China Real Estate Fund II (A), L.P. ("Fund II"), with an initial investment of US\$24 million. Beyond broadening our revenue streams, this will allow us to further expand our property interests in China, where we are highly familiar with, and in which we have made substantial investments. As part of the agreement, Metro also has the discretion to co-invest with Fund II in its investments, thus being in a position to capitalise on favourable opportunities alongside the fund.

### **Unlocking Capital for Future Redeployment**

Consistent with our strategy of unlocking capital when the opportunities are ripe, we divested our 50% interest in the joint ventures owning EC Mall, Beijing, in April 2015, and Frontier Koishikawa Building, Tokyo, in August 2015. As a result, divestment gains of S\$38.1 million and S\$4.4 million were registered respectively from the disposals. During FY2016, over one-third of the Shanghai Shama Century Park serviced apartments were also disposed.

With our secure cash reserves following these divestments, we are well-placed to selectively redeploy capital in a strategic manner as we have done so in the past, embarking on a cycle that rewards shareholders. In particular, within the domain of property development and investment where we have deep experience in, we remain steadfast in seeking opportunities where we can leverage on both our competencies and established relationships with partners.

### **RETAIL**

For our Retail Division, we have streamlined our presence in Singapore with the closure of the Metro Sengkang and Metro City Square stores following the expiry of the leases. As for Metro Centrepoint, it operated on a full year basis in FY2016 as compared to just five months during the previous financial year.

While our heritage remains in retail, the generation of returns for shareholders continues to be our key focus and we are deploying multiple strategies to improve our retail operations. These include the refreshing of our store experience by updating our wide range of quality merchandise and the offering of innovative and new marketing platforms.

# Chairman's Message

The division remained affected by the soft retail environment. While the full year sales contribution from Metro Centrepoint led the division to record a 7.7% growth in revenue to S\$146.1 million, challenging operational conditions resulted in continual losses on a segment results basis, which amounted to S\$2.4 million in FY2016. This was however, narrower than the S\$13.7 million loss recorded for the segment results in FY2015.

For Indonesia's retail operations, our associate was able to improve profitability amidst pressures from a challenging retail market. As such, the Retail Division's share of associates' results, net of tax, rose to S\$2.5 million from S\$1.5 million in FY2015.

## OUTLOOK

The anticipated slowing of China's economic growth to between 6.3% and 6.7% for 2016<sup>1</sup> has led to lower market confidence. However, the mid- and long-term outlook remains sound given China's robust domestic consumption trends. Looking ahead, we expect rental income from our investment property, GIE Tower, Guangzhou, to remain stable. As for Metro City, Shanghai, asset enhancement work continues on the last two levels of the mall.

China remains a core property development and investment market where we possess extensive insights and where we have forged close working relationships with stakeholders over the years.

As the majority of our Nanchang Fashion Mark project's presales of residential and ancillary retail properties of the residential sites have been recognised, going forward, the project's contributions for the subsequent phases will primarily be from recognition of presales of commercial space. On that front, we are encouraged by the presales of these properties, which largely comprise office and skirt retail space, as almost half of the project's next phase has been presold. However, the gross margins of the office component, as indicated following the presales, were reduced and will continue to be significantly lower than that of the residential properties.

For the UK, we continue to be on the lookout for favourable opportunities, particularly outside of London where it is less competitive and valuations remain at levels that are more compelling. Similar to our developments and investments in Manchester and Sheffield, this prudent approach will raise the likelihood that we can derive higher returns from our initiatives for the benefit of Metro's investors.

As the sentiment of Singapore's residential property market has been weak, this has also affected the sales of our residential project – The Crest at Prince Charles Crescent – which has continued to be sluggish.

As our business is predominantly in property development and investment, our results are inextricably linked to property market cycles. Further, given the nature of property development having a relatively longer lead time for completion, Metro's overall financial performance inevitably fluctuates across different financial years.

On the retail front, given that The Centrepoint is still undergoing a makeover until late 2016, the foot traffic and sales of the Metro Centrepoint store is anticipated to remain impacted. Further, we also expect a number of factors, including the competitiveness of the industry and elevated operating costs to continue impacting the retail operations of our three remaining stores in Singapore.

## INCREASED DIVIDENDS

With Metro on steady foundations, backed by a strong balance sheet and the achievement of realised gains from property divestments during the financial year, the Board has recommended on a per share basis, an increase in total dividends from 6.0 Singapore cents in FY2015 to 7.0 Singapore cents in FY2016. These comprise an ordinary final dividend and a special dividend of 2.0 Singapore cents and 5.0 Singapore cents respectively per share. Taken collectively, the dividends represent a payout ratio of 51.2% of the Group's net profit attributable to shareholders for FY2016 and a dividend yield of 7.4%<sup>2</sup>.

## APPRECIATION

Metro's continued strength and performance over the years are the results of the dedication of our staff and management team. On behalf of the Board, I would like to express my gratitude to them for their hard work. I would also like to thank our shareholders for their unwavering commitment in the Group, as well as our business partners, associates, customers and tenants for their steadfast support.

Last but not least, I would like to extend my appreciation to my fellow directors for their counsel and who have been instrumental in guiding Metro's sound strategy.

With Metro on strong footing and the collective support from our stakeholders, we will continue striving towards strengthening Metro's leading position as a property development and investment group.

**Lt-Gen (Retd) Winston Choo**  
Chairman

17 June 2016

<sup>1</sup> CBRE, Greater China Real Estate Market Outlook – 2016

<sup>2</sup> Share price of S\$0.95 as at 31 March 2016

## 主席致词

“良好的财务状况使我们能更从容地应对宏观经济环境中的不确定性，同时具备利用价值增值机会的能力，特别是在资本密集型的房地产开发和投资领域。”

朱维良中将  
集团主席



尊敬的各位股东，

我代表美罗控股有限公司（简称“美罗”或“集团”）董事会，欣然向各位公布截至2016年3月31日（“2016财政年度”）的财政年度报告。

### 财务回顾

在2016财政年度，美罗的净利润达到1.133亿新元。显著的业绩贡献来自其合资企业取得的相应6,820万新元的业绩以及从联营企业取得的相应7,570万新元的业绩，主要是由房地产业务的转让收益、公允价值变动收益、以及其住宅物业的销售的确认收入。

美罗的业绩表现虽然较之于2015财政年度录得的1.424亿新元净利润有所降低，但这主要基于2016财政年度的业绩并不包括2015财政年度录得的5,740万新元的议价收购的收益，因此美罗2016年财政年度的业绩表现不逊于2015财政年度。

美罗合资公司和关联公司的业绩很大程度上受一系列因素所影响，其中包括660万新元的短期投资中未兑现的公允价值亏损，和因借于一合资公司的款项减损而产生的950万新元亏损，以及主要由于银行存款中未兑现汇损所引起的1,300万新元的新增的日常费用和行政开支。

美罗以非常稳健的资产负债表结束本财政年度。截至2016年3月31日，集团拥有股东权益约14亿新元，及总

现金约4.936亿新元。良好的财务状况使我们能更从容地应对宏观经济环境中的不确定性，同时具备利用价值增值机会的能力，特别是在资本密集型的房地产开发和投资领域。

### 铭记王晞權先生开拓性的视野

在这个时刻，我谨对我们的集团执行董事经理王晞權先生于2016年2月份的逝世表示沉痛哀悼。美罗拥有长达60年的零售营运历史，在王先生的领导下，美罗从一家本地百货零售连锁店发展为一个跨国房地产和零售集团。王先生杰出的领导力和管理能力使集团能够时刻掌握零售业的趋势和脉动，确保美罗能够灵活适应和面对快速变化的零售业和时尚业的市场环境。

依靠王先生的远见卓识，美罗在1980年代率先步入中国市场寻求发展，充分利用资源取得了先发优势并逐步将房地产开发和投资业务发展成集团现有的核心业务。这个强而有力的起步也使我们能够持续地在房地产领域拓展，不仅在中国，而且延伸到了英国和新加坡。

我谨代表美罗的员工，商务伙伴和董事会，对王晞權先生的卓越领导以及他所给予每个曾和他共事的人的启发表示由衷的感谢。我们将永远铭记他开拓性的视野，以及他在指导集团战略方向上的智慧。由于他的卓越领导，美罗得以发展成为现有实力强大的集团。

## 主席致词

### 继续推行核心战略

我还要借此机会祝贺郑国杉先生，自2016年6月起郑先生被委任为美罗集团的首席执行官。郑先生在1989年加入美罗，2007年被委任为集团总经理，随后在2013年担任集团首席营运官。2016年2月，他被任命为集团代首席执行官。鉴于郑先生长期任职于美罗，他非常了解集团的整体运营情况。在集团成功地转变成为一个拥有丰富零售经验的领先的房地产开发和投资企业的策略执行方面，郑先生扮演了至关重要的角色。我相信他出色的领导能力将引领美罗继续向前发展，在推行核心战略方面，延续我们多年所取得的成功。

### 房地产开发和投资

总体而言，在2016财政年度中，我们通过一家美罗子公司和合资企业所持有的三项投资性房地产项目保持着高达91.2%的平均出租率。

由于上海住宅市场充满活力的增长，美罗在上海投资的上海莎玛世纪公园服务式公寓项目继续取得了良好的投资回报，在2016财政年度数个由我们的联营企业和合资企业持有的房地产投资项目中，该物业获得了最高的公允价值收益。

### 通过合作加强伙伴关系

在2016财政年度，我们扩大了在英国的业务并通过投资在英国谢菲尔德市的办公楼开发项目进一步加强与思嘉伯国际集团（简称“思嘉伯”）的合作关系。该项目预计将在2017年第三季度完工，整个开发项目包括两栋办公大楼，将分别提供约80,300平方英尺和50,900平方英尺的净使用面积。这也是美罗和思嘉伯在2015财政年度中合资开发在英国曼彻斯特市的Middlewood Locks和Milliners Wharf The Hat Box项目之后，在英国的第二次合作。

我们和莱蒙国际合作的南昌莱蒙都会项目进展顺利并且使我们继续从这个战略性的合作项目中受益。在2016年财政年度，整体住宅开发部分的80.2%已竣工并已确认为营业收入，为集团提供了约4,670万新元的庞大收益。

美罗继续保持与InfraRed NF China Real Estate Fund成功的合作关系，在2016财政年度对InfraRed NF China Real Estate Fund II (A), L.P.（简称“基金II”）承诺了共5,700万美元的投资，初始投资额为2,400万美元。

除了扩大我们的收入来源，这也使集团进一步扩展我们非常熟悉并且已经投入庞大投资额的中国房地产市场。根据有关协议，美罗拥有自由决定权，能够以合作投资的资格共同参与基金II在项目层面上的投资，从而与该基金同步，利用合适的契机获益。

### 释放资本以供未来部署

与美罗遇到合适的机会时套现资本的策略保持一致，在2015年4月集团转让了在北京欧美汇购物中心所拥有的50%的合资股份，在2015年8月转让了在日本东京Frontier Koishikawa办公楼的股份。这两次的转让使集团分别取得3,810万新元和440万新元的转让收益。在2016年财政年度，超过三分之一的上海莎玛世纪公园服务式公寓项目也被成功地分拆售出。

出售这些资产后而产生的现金储备，集团将和以往一样，可以有选择性地和策略性地重新部署资本，从而展开另一循环周期以回报股东。尤其是在房地产开发和投资领域，美罗有丰富的经验，能充分地利用我们的实力和已建立的合作伙伴关系继续坚定不移地寻求合适的商机。

### 零售业务

我们的零售部门缩减了在新加坡的零售业务，在租赁合同期满后关闭了盛港和城市广场的美罗百货商店。美罗先得坊在2015财政年度仅开业了五个月，而在2016财政年度则全年开业。

虽然美罗的传统仍然是百货零售行业，但为股东创造价值和回报始终是我们的重中之重，我们将部署多元化的策略以改善零售业务的表现。这些措施包括提供多元化及高品质的零售商品和加强创新营销平台，为消费者带来耳目一新的购物体验。

虽然在2016财政年度零售业环境持续低迷，凭借2016年全年营运的美罗先得坊百货商店整年的业绩，为集团的零售部取得7.7%的营业收入增长至1.461亿新元。在充满挑战和压力的零售市场，集团零售部门仍处于持续亏损状况，但亏损幅度缩小，从2015财政年度的1,370万新元的亏损，缩减到2016财政年度240万新元的亏损。

在充满压力且竞争激烈的零售业市场，集团在印尼的零售部的利润仍然得到持续地改善。印尼零售部的税后收入从2015财政年度的150万新元增长到2016财政年度的250万新元。



## 展望未来

预计2016年中国的经济增长率将放缓到6.3%至6.7%之间<sup>1</sup>，从而导致市场信心的下降。但鉴于中国国内消费趋势强劲，中长期前景依然看好。展望未来，我们期待集团的投资物业能稳步增长，位于广州的广州国际电子大厦能保持稳定的租金收入。至于上海的美罗城物业，则继续在进行最后两层楼的物业翻新工作。

中国将仍然是美罗非常熟悉且在过去的几十年里与关联方建立了密切工作关系的主要房地产开发和投资市场。

由于南昌莱蒙都会项目住宅地块的住宅和底商业物的预售额大部分已经确认为营业收入，在该项目后续阶段的营业收入将主要来自对商业物业的预售。在这方面，我们对此类型物业现有的预售情况感到鼓舞，其中主要包括办公室和裙楼的零售单位，项目下一期的单位几乎一半已经预售完毕。但是从已达成预售的办公楼物业部分来看，其毛利率降低了，该情况将持续，并大幅度低于住宅物业的销售毛利率。

在英国，我们将继续寻求有利的商机，特别是在伦敦以外的市场，因为这些地区竞争没有那么激烈，而且现有估价更有吸引力，美罗将关注类似于我们在曼彻斯特和谢菲尔德的项目开发和投资类型。此谨慎的做法将可能提高我们为股东争取更高的回报和利益。

由于新加坡住宅房地产市场一直疲软，也影响了我们现有在查尔斯太子湾的嘉御苑住宅项目的销售，其销售进度维持缓慢。

鉴于集团的业务主要聚焦于房地产的开发和投资，我们的业绩与总体房地产市场的循环周期有着密不可分的关系。同时，基于房地产开发的特性是需要相对较长的完成时间，故美罗的整体财务表现在各个财政年度里也不可避免地会上下波动。

在零售方面，鉴于先得坊购物商场的整体装修将直至2016年的年底，美罗先得坊百货商店的购物人流和销售预计将继续受到影响。还有其他一些因素会影响我们的零售部门，包括零售行业的激烈竞争和营运成本的上升，都会对我们在新加坡的三家现有的美罗百货商店带来压力。

## 增长的股息

随着美罗拥有更稳定的基础，基于一个稳健的资产负债表以及在本财政年度中通过物业转让所达成的收益，董事会建议把每股的总股息从2015财政年度的6分新元在2016财政年度提高到7分新元，这包括每股2分新元的末期普通股息以及每股5分新元的特别股息。总体上，这次的股息分配代表集团年度共派发的股息达到集团股东应占净盈利51.2%的派息率，以及相当于7.4%的股息收益率<sup>2</sup>。

## 致谢

美罗多年来保持良好业绩和表现是我们员工和管理团队多年奉献的成果。我代表董事会对他们的辛勤工作表示衷心的感谢。我也要感谢股东对集团毫不动摇的信任，以及我们的商务合作伙伴、联营公司、美罗的顾客群和租户们所给予的坚定支持。

最后，我要对美罗的董事们表示感谢，感谢他们对于美罗稳健策略方面所提供的明智见解和指导。

凭借美罗股东和各个关联方的团队力量以及强大的财务基础支撑，我们将继续努力将美罗打造成为一个领先的房地产开发和投资集团。

朱维良中将  
集团主席

2016年6月17日

<sup>1</sup> 世邦魏理仕，《2016中国房地产市场展望》

<sup>2</sup> 截至2016年3月31日，股价为每股0.95新元



# CULTIVATING OPPORTUNITIES

Supported by a firm foundation that has been enriched through the years, Metro Holdings remains well-positioned to capitalise on attractive medium to long-term opportunities in the real estate market in China and in the UK.



# Board of Directors

1.



2.



3.



4.



5.



6.



1. **LT-GEN (RETD) WINSTON CHOO WEE LEONG**  
Chairman, Non-Executive and Independent
2. **PHUA BAH LEE**  
Director, Non-Executive and Independent
3. **GERALD ONG CHONG KENG**  
Director, Non-Executive
4. **FANG AI LIAN (MRS)**  
Director, Non-Executive and Independent
5. **TAN SOO KHOON**  
Director, Non-Executive and Independent
6. **LAWRENCE CHIANG KOK SUNG**  
Group Chief Executive Officer, Director, Executive

# Board of Directors

**LT-GEN (RETD) WINSTON CHOO WEE LEONG 朱维良中将**  
Chairman, Non-Executive and Independent  
非执行独立主席

Lt-Gen (Retd) Winston Choo Wee Leong was appointed Director of Metro Holdings Limited ("Metro") in June 2007 and assumed the position of Chairman in July 2007. He is also the Chairman of the Nominating and Investment Committees and a member of the Remuneration Committee.

He had a distinguished military career from 1959 to 1992 and was Singapore's Chief of Defence Force from 1974 to 1992. He served as Singapore's High Commissioner to Australia and concurrently Ambassador to Fiji from 1994 to 1997. He also served as Singapore's Non-Resident High Commissioner to the Republic of South Africa and the Independent State of Papua New Guinea from 2000 to 2006. He is currently Singapore's Non-Resident Ambassador to the State of Israel.

Lt-Gen Choo is an experienced company director, having served on the Boards of several listed companies since 1993. Currently, he is a member of the Board of Directors of Foodfare Catering Pte Ltd, Newstar Investment Holdings Pte Ltd and Tridex Pte Ltd.

Lt-Gen Choo holds a Master of Arts in History from Duke University, USA and has completed the Advance Management Programme at Harvard University, USA.

朱维良中将于2007年6月受委为美罗控股有限公司（“美罗”）的董事，并在2007年7月开始受委为集团主席一职。他也是提名委员会和投资委员会的主席以及薪酬委员会的成员。

朱维良中将曾于1959年至1992年期间拥有卓越辉煌的军旅生涯，并于1974年至1992年间担任新加坡国防部队三军总长。他曾于1994年至1997年间同时担任新加坡驻澳大利亚最高专员兼任驻斐济的大使。2000年至2006年间，他也曾担任新加坡驻南非和巴布亚新几内亚独立国的非常驻最高专员。他现任新加坡驻以色列的非常驻大使。

朱维良中将是位经验丰富的公司董事，自1993年起便在多家上市公司的董事会担任过职务。他目前是Foodfare Catering Pte Ltd, Newstar Investment Holdings Pte Ltd 和 Tridex Pte Ltd 的董事会成员。

朱维良中将拥有美国杜克大学的历史文学硕士学位，并在美国哈佛大学完成了高级管理培训课程。

**PHUA BAH LEE 潘峇厘**  
Director, Non-Executive and Independent  
非执行独立董事

Mr Phua Bah Lee joined the Board of Metro in 1993. He is the Chairman of the Remuneration Committee and a member of the Audit and Nominating Committees. He is also a Director of Pan United Corporation Ltd and Singapura Finance Ltd. He also holds directorships in a number of private companies.

Mr Phua was the Parliamentary Secretary of the Ministry of Communications from 1968 to 1971 and Senior Parliamentary Secretary of the Ministry of Defence from 1972 to 1988. He was a Member of Parliament for the Tampines Constituency from 1968 to 1988. He graduated from the Nanyang University, Singapore, with a Bachelor of Commerce degree.

潘峇厘先生于1993年加入美罗董事会。他是薪酬委员会的主席及审计和提名委员会的成员。他也是泛联集团（新）有限公司以及富雅金融有限公司的董事会成员。他也在多家私人企业担任董事。

潘先生曾于1968年至1971年间担任通讯部的政务次长，以及在1972年至1988年间担任国防部的高级政务次长。潘先生曾于1968年至1988年间担任淡滨尼选区的国会议员。他毕业于新加坡南洋大学，获商业学士学位。



**GERALD ONG CHONG KENG 王宗庆**

Director, Non-Executive  
非执行董事

Mr Gerald Ong Chong Keng was appointed a Director of Metro in June 2007. He is a member of the Audit, Nominating, Investment and Remuneration Committees.

He is currently the Chief Executive Officer of the PrimePartners Corporate Finance Group and is a Director of Aseana Properties Ltd (listed on the London Stock Exchange Main List). Mr Ong has more than 20 years of corporate finance related experience. He has held senior positions at various financial institutions including NM Rothschilds & Sons (Singapore) Ltd, the DBS Bank Group, Tokyo-Mitsubishi International (Singapore) Pte Ltd and Hong Leong (Malaysia) Group. During his time with these institutions, Mr Ong's duties encompassed the provision of a wide variety of Corporate Finance services from advisory, M&A activities and fund raising exercises incorporating various structures such as equity, debt, equity-linked and derivative-enhanced issues.

Mr Ong has been recognised as an IBF Distinguished Fellow and is a Council Member of the Singapore Institute of International Affairs ('SIIA'). He is an alumnus of the National University of Singapore, University of British Columbia and Harvard Business School.

王宗庆先生于2007年6月受委为美罗的董事。他也是审计、提名、投资委员会和薪酬委员会的成员之一。

他现在是建力企业财务策划有限公司的执行总裁，同时也是 Aseana Properties Ltd, 一家在伦敦证券交易所主板上市公司的董事。王先生在金融领域拥有超过20年的丰富经验。他曾经在多家金融机构，包括洛希尔父子（新加坡）有限公司、新加坡星展银行集团、东京三菱国际（新加坡）有限公司以及马来西亚丰隆集团担任资深职务。王先生在以上机构任职期间的责任覆盖广泛，包括金融顾问，企业并购，以及通过资本、债务、资本关联和强化衍生债权的企业融资服务。

王先生被授予IBF（新加坡银行和金融研究所）杰出学者的资格，并是新加坡国际事务研究所的理事会成员。王先生是新加坡国立大学、英属哥伦比亚大学及哈佛大学的校友会成员。

**FANG AI LIAN (MRS) 方爱莲夫人**

Director, Non-Executive and Independent  
非执行独立董事

Mrs Fang Ai Lian was appointed a Director of Metro in July 2008. She is also the Chairman of the Audit Committee and a member of the Nominating Committee.

She is an Independent Director of Banyan Tree Holdings Limited and Advisor to the Far East Organization Group. She is also Chairman of the Board of Trustees of the Singapore Business Federation and Medishield Life Council, and also serves on the Board of Trustees of the Singapore University of Technology and Design.

Mrs Fang was previously with Ernst & Young ("E&Y") for 37 years where she last held the position of Chairman of E&Y Singapore until her retirement on 31 March 2008. She previously served as the Chairman of Charity Council. She is also a Justice of the Peace and was awarded the Public Service Star in 2009. Her past directorships include Singapore Telecommunications Limited and MediaCorp Pte Ltd.

Mrs Fang qualified as a Chartered Accountant in England and is a Fellow of the Institute of Chartered Accountants in England and Wales as well as a Fellow of the Institute of Singapore Chartered Accountants.

方爱莲夫人于2008年7月受委为美罗的董事。她也是审计委员会的主席和提名委员会的成员。

她是悦榕控股有限公司的独立董事，同时是远东机构的顾问。她也是新加坡工商联合总会理事会和终身健保委员会的主席，并是新加坡科技设计大学理事会的成员。

方夫人之前在安永会计师事务所任职37年。方夫人于2008年3月31日以新加坡安永会计师事务所主席的身份退休。方夫人也曾担任慈善理事会的主席。身为太平绅士，方夫人在2009年被授予公共服务星章。她曾经在新加坡电信有限公司以及新传媒有限公司担任董事一职。

方夫人在英国取得特许会计师的资格，而且是英格兰和威尔士特许会计师协会的成员。方夫人也是新加坡特许会计师协会的成员。



## Board of Directors

### **TAN SOO KHOON 陈树群**

Director, Non-Executive and Independent  
非执行独立董事

Mr Tan Soo Khoon was appointed a Director of Metro in December 2011. He is a member of the Audit and Investment Committee.

Mr Tan, a businessman, is also a Director of Parkson Retail Asia Limited and several private companies. Since 1978, he has been the Managing Director of watch distribution companies, Crystal Time (S) Pte Ltd and Crystal Time (M) Sdn Bhd.

Mr Tan holds a bachelor degree in Business Administration with Honours from the National University of Singapore. Mr Tan was a Member of the Singapore Parliament from 1976 to 2006. He also served as Speaker of Parliament from 1989 to 2002. Since 2007, he has been Singapore's non-resident Ambassador to the Czech Republic.

陈树群先生于2011年12月加入美罗董事会担任董事。他是审计和投资委员会的成员之一。

陈先生是一位商人，现任百盛零售亚洲有限公司和多家私人公司的董事。自1978年以来，他一直担任 Crystal Time (S) Pte Ltd和Crystal Time (M) Sdn Bhd 的董事总经理。

陈先生毕业于新加坡国立大学，获荣誉工商管理学士学位。1976年至2006年间，他曾担任新加坡国会议员。1989年至2002年间，他则被委任为新加坡国会议长。从2007年至今，陈先生仍担任新加坡驻捷克共和国的非常驻大使。

### **LAWRENCE CHIANG KOK SUNG 郑国杉**

Group Chief Executive Officer, Director, Executive  
集团首席执行官，执行董事

Mr Lawrence Chiang was appointed as the Group Chief Executive Officer and Executive Director of Metro in June 2016. He is a member of the Investment Committee.

He has executive responsibilities over the operations of the Metro Group of companies and holds a key role in the Group's investment strategy and business development. He has initiated and overseen the completion of the Group's property development projects and joint ventures in China, Singapore, the United Kingdom, Japan, Malaysia and Australia. Whilst assuming overall responsibility for the Group's property and retail divisions, he is also directly involved in the management of the Group's property division.

Mr Chiang joined Metro in 1989 and has held positions as the Group's Head, Corporate Affairs and Special Projects and Financial Controller. He was appointed the Group General Manager in April 2007 before being re-designated as the Group Chief Operating Officer in July 2013. He was appointed as the Acting Group Chief Executive Officer in February 2016. He has 42 years of working experience in industries involved in property development and management, retail and department stores, cruise, hotel, engineering and trading operations.

郑国杉先生于2016年6月受委为美罗集团的首席执行官和执行董事。他是投资委员会的成员之一。

郑先生对美罗集团企业整体的运营担负执行责任，并在集团的投资战略和业务发展上扮演关键的角色。他曾在中国、新加坡、英国、日本、马来西亚及澳大利亚成功地执行并监督完成集团的房地产开发和合资项目。在负责集团房地产及零售业务的同时，他也直接参与房地产业务的执行和管理。

郑先生于1989年加入美罗并曾分别担任过集团的公关部及特别项目主管和财务总监。在2007年4月他受委为集团总经理并于2013年7月受委为集团首席运营官。郑先生于2016年2月受委为集团代首席执行官。他在房地产开发及管理、零售及百货商店、游轮、酒店、工程和贸易的一系列业务中拥有42年的丰富管理经验。



# Key Management

## **LAWRENCE CHIANG KOK SUNG**

### **Group Chief Executive Officer**

Mr Lawrence Chiang was appointed as the Group Chief Executive Officer of the Metro Group in June 2016. In this position, he holds executive responsibilities over the operations of the Metro Group of companies and holds a key role in the Group's investment strategy and business development. He has initiated and overseen the completion of the Group's property development projects and joint ventures in China, Singapore, the United Kingdom, Japan, Malaysia and Australia. Whilst assuming overall responsibility for the Group's property and retail divisions, he is also directly involved in the management of the Group's property division.

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## **WONG SIOE HONG**

### **Executive Chairman, Metro (Private) Limited**

Mrs Wong was appointed as Executive Chairman of Metro (Private) Limited with effect from 1 October 2012. As Executive Chairman, she serves as the key strategist of the Group's retail operations and is responsible for charting the future direction of this division. With over 40 years of industry expertise, Mrs Wong also holds the positions of Vice President of the Singapore Retailers Association as well as Vice Chairman of the Orchard Road Business Association.

She first joined Metro's retail organisation in 1971 and had served as the Managing Director of Metro (Private) Limited from 1994 to 2012, overseeing the overall retail operations of the Group in both Singapore and Indonesia. Mrs Wong has played an instrumental role in transforming the Metro retail arm into a major retail operator in Singapore and will continue to oversee the Group's retail expansion in the region. Mrs Wong holds a Bachelor of Science (Commerce) from the University of Santa Clara, USA.

## **DAVID LEE CHIN YIN**

### **Group Financial Controller & Joint Company Secretary**

Mr David Lee has been Group Financial Controller of the Metro Group since 1995. He has overall responsibility for the Group's finance, accounting, treasury and tax functions. Mr Lee joined the Metro Group in 1991 as its Group Internal Audit Manager after 15 years in the public accounting profession. Mr Lee is a member of the Institute of Chartered Accountants in England and Wales and the Institute of Singapore Chartered Accountants.

## **DAVID TANG KAI KONG**

### **Chief Executive Officer, Metro (Private) Limited**

Mr David Tang was appointed as the Chief Executive Officer of Metro (Private) Limited on 10 September 2012. A well-regarded retail professional with extensive experience in retail operations, marketing and financial management, he started his retail career as Merchandising Manager with JC Penny in Indianapolis, Indiana, USA.

Prior to joining Metro, Mr Tang was at the helm of Robinsons as its Regional General Manager, a position he held since 2006. He spent 22 years at Robinsons, where he rose through the ranks, serving in various capacities from Fashion Buyer to Deputy Senior Merchandising Manager, Senior Merchandising Manager, General Manager (Merchandising) to General Manager (Department Stores). Mr Tang has a Master of Business Administration in Retailing and Wholesaling from University of Stirling, Scotland, and a Bachelor of Science (Highest Distinction) in Finance from Indiana University, USA.

# PARTNERSHIPS

Metro leverages on the strengths and experience of its local partners to execute its strategy of prudent expansion and to solidify its position in the market.



## Partnerships

**TRANSCORP**



### TRANS CORP (SINCE 2001)

Trans Corp is the Media, Lifestyle, Retail and Entertainment arm of CT Corp, a diversified holding company with businesses across a wide spectrum of industries. Trans Corp's businesses include two free to air news and entertainment television broadcast, Pay TV Channel, News Portal, shopping malls and hotels, indoor themepark, franchisee for Coffee Bean and Tea Leaf, Baskin Robbins and Wendy's, as well as over 25 international high-end fashion franchises with nearly 90 branded boutiques. Trans Corp also owns majority ownership of Trans Retail Indonesia (formerly Carrefour Indonesia) together with GIC.

Metro first collaborated with Trans Corp in 2001 when it opened its third store in Bandung Supermal. By 2008, Trans Corp had acquired a 40% stake in Metro and in recognising the country's growing demand for Metro stores, Trans Corp increased its shareholding to 50% in 2010.

Today, Metro Indonesia is one of the leading retailers in the country, housing a wide range of well-known international and local brands. Metro Indonesia currently has 9 stores spread across Jakarta, Bandung, Surabaya, Makassar and Solo.



### INFRARED NF CHINA REAL ESTATE FUND (SINCE 2007)

Headquartered in London with offices in Hong Kong, Sydney and New York, InfraRed Capital Partners ("InfraRed") is a manager of specialist infrastructure and real estate funds.

Metro's partnership with InfraRed NF China Real Estate Fund, L.P. ("the Fund"), a fund managed by InfraRed in joint venture with Hong Kong's Nan Fung Group, started in 2007 with investments in EC Mall, No. 1 Financial Street and Metropolis Tower – in Beijing. In 2009, Metro entered into a joint venture

with the Fund and Tesco plc in three Tesco Lifespace malls in Qinhuangdao, Fushun, and Anshan. Another joint venture with the Fund and Tesco plc followed in February 2011 in three new Tesco Lifespace malls in Fuzhou, Xiamen and Shenyang. Metro and the Fund has since divested their interest in all these developments.

In 2015, Metro invested in InfraRed NF China Real Estate Fund II (A), L.P. ("Fund II"). Fund II is the follow-on fund to the Fund.



### WING TAI HOLDINGS LIMITED (SINCE 2012)

Wing Tai Holdings Limited ("Wing Tai") was incorporated in Singapore on 9 August 1963. Wing Tai is today Singapore's leading property developer and lifestyle company reputed for quality and design. The principal activity of the company, listed on the Singapore Stock Exchange since 1989, is that of an investment holding company with a keen focus on growth markets in Asia. The core businesses of the Wing Tai group of companies, including Wing Tai Malaysia Berhad in Malaysia, Wing Tai Properties Limited in Hong Kong and Wing

Tai (China) Investment Pte Ltd in China, comprise property development and investment, hospitality management and lifestyle retail. With more than S\$5.0 billion in total assets, Wing Tai has an extensive landbank of choice sites in Asia's prime locations. In late 2012, Metro invested in a 40% held joint venture with Wing Tai to jointly develop The Crest at Prince Charles, a signature residential condominium at Prince Charles Crescent in Singapore.

## Partnerships



### TOP SPRING INTERNATIONAL HOLDINGS LIMITED (SINCE 2011)

Top Spring International Holdings Limited ("Top Spring") is a real estate property developer in the PRC specialising in the development and operation of urban mixed-use communities and the development and sale of residential properties in the Pearl River Delta, Yangtze River Delta, Central China, Beijing-Tianjin and Chengdu-Chongqing regions in the PRC.

Listed on the Stock Exchange of Hong Kong Limited in March 2011, Top Spring's revenue stood at HKD 10.5 billion for the year ended 31 December 2015. Metro increased its strategic voting stake in Top Spring from 5% at the initial public offering to 19% in FY2014 for S\$86 million. Prior to raising its stake, in FY2013, Metro invested equity of S\$48 million for 30% in Nanchang Top Spring Real Estate Co., Ltd, a joint venture with Top Spring. Known as Nanchang Fashion Mark and located at Hong Gu Tan Central Business

District in Nanchang, Jiangxi Province in the PRC, the mixed-use development initially had total leasable/saleable GFA of approximately 790,000 square metres of which about half has been developed and presold as at 31 March 2016.

In December 2013, Metro acquired a 30% stake in Shanghai Shama Century Park from Top Spring for RMB 524 million. The property operates as serviced apartments with a total of 284 residential units across a total gross floor area of approximately 49,357 sqm. 118 residential units have been sold as at 31 March 2016.

On 1 July 2014, Top Spring became an associated company of the Metro Group when Metro's nominated representative was appointed to the board of directors of Top Spring as non-executive director.



### SCARBOROUGH GROUP INTERNATIONAL (SINCE 2014)

Founded by Kevin McCabe in 1980, Scarborough Group International ("Scarborough") has grown from a UK-based real estate developer and investor into a global organisation focussing predominantly on real estate with other past and present business interests in Europe, North America, Australia, Hong Kong, India, China and the United Kingdom.

Scarborough is now in its fourth decade of business, having developed into a global group with a diverse portfolio. It has a comprehensive investment portfolio which encompasses all aspects of real estate, interests in leisure - most notably a 50% stake in Sheffield United Football Club - as well as additional investments in a number of other sectors.

In July 2014, Metro entered into a joint venture with the Scarborough Group acquiring a 25% stake in two land plots for GBP5.7 million in Manchester, United Kingdom - Middlewood Locks (a predominantly residential mixed-use development) and Milliners Wharf The Hat Box (a 144 new build residential development). The collaboration was further strengthened in February 2016, when Metro participated in another joint venture with the Scarborough Group to develop two office buildings on a site in Sheffield, United Kingdom.



# Portfolio Review



*As at 31 March 2016, average occupancy for the Group's three investment properties, including those held by joint ventures, remained high at 91.2% (31 March 2015: 92.2%).*

## PROPERTY DEVELOPMENT AND INVESTMENT

### INVESTMENT PROPERTIES

As at 31 March 2016, average occupancy for the Group's three investment properties, including those held by joint ventures, remained high at 91.2% (31 March 2015: 92.2%). The Group sold and delivered approximately 18,319 square metres in leaseable GFA or 118 units of its Shanghai Shama Century Park serviced apartments, representing over one-third of the development.

The Group divested its stakes in EC Mall, Beijing, and Frontier Koishikawa Building, Tokyo, during FY2016.

### OCCUPANCY RATES

	As at 31.3.2016 (%)	As at 31.3.2015 (%)
GIE Tower, Guangzhou	86.0	76.7
Metro City, Shanghai	88.2	88.6
Metro Tower, Shanghai	99.4	97.0

# Portfolio Review

## PROPERTY VALUATIONS

As at 31 March 2016, Metro City, Shanghai, and Metro Tower, Shanghai, recorded increases in valuations, while GIE Tower, Guangzhou registered a slight decline in valuation on a Renminbi (RMB) basis. On a Singapore Dollar (S\$) basis, due to the weakening of the RMB against the S\$, overall valuations of the three investment properties were lower in FY2016.

	FY2016 (RMB'm)	FY2015 (RMB'm)	(%)	FY2016 (S\$m)	FY2015 (S\$m)	(%)
GIE Tower, Guangzhou <sup>(1)</sup>	479	486	-1.4	100	108	-7.4
Metro City, Shanghai <sup>(1)</sup>	1,059	1,044	+1.4	221	232	-4.7
Metro Tower, Shanghai <sup>(1)</sup>	957	935	+2.4	200	207	-3.4
EC Mall, Beijing <sup>(2)</sup>	-	2,478	n.m.	-	555	n.m.

	FY2016 (JPY'm)	FY2015 (JPY'm)	(%)	FY2016 (S\$m)	FY2015 (S\$m)	(%)
Frontier Koishikawa Building, Tokyo <sup>(3)</sup>	-	4,790	n.m.	-	55	n.m.

<sup>(1)</sup> As at 31 March

<sup>(2)</sup> As at 31 December 2014. Divested @ 1 April 2015

<sup>(3)</sup> Divested @ 19 August 2015 at selling price, JPY 5.22 billion

Exchange rates:

FY15: S\$1: RMB 4.505

FY16: S\$1: RMB 4.785

While China's economic growth rate is expected to decelerate to between 6.3% and 6.7% in 2016, the commercial property market in cities where Metro has a core presence in, is anticipated to remain resilient.

## EXPIRY PROFILE BY GROSS RENTAL INCOME

	1HFY2017 (%)	2HFY2017 (%)
GIE Tower, Guangzhou	18.4	21.2
Metro City, Shanghai	20.3	18.9
Metro Tower, Shanghai	3.9	0.8



# METRO CITY SHANGHAI



Strategically located at Xujiahui, Metro City, Shanghai, is a lifestyle entertainment centre with nine levels of retail space, spanning nearly 40,000 square metres. Directly linked to an underground MRT, the mall attracts high shopper traffic due to its prime location and accessibility.

Asset enhancement work continues on the last two levels of Metro City, Shanghai. Its occupancy rate as at 31 March 2016 was 88.2% (2015: 88.6%).

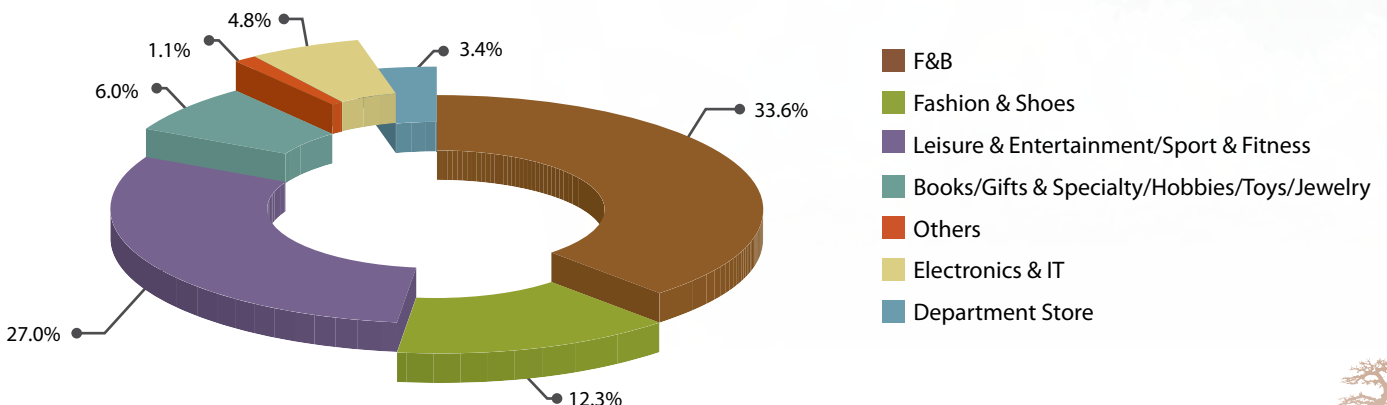
### Key Statistics

% owned by Group	: 60
Site area (sqm)	: 15,434
Lettable Area (sqm)	: 39,107
Tenure	: 36-year term from 1993 (13 years remaining)
No. of Tenants	: 133
Occupancy Rate (%)	: 88.2
Valuation (100%)	: S\$221 million

### TOP 10 TENANTS (AS AT 31 MARCH 2016)

Name of Tenant	Trade Sector	% of Total Lettable Area
Physical Fitness & Beauty Centre	Leisure & Entertainment/Sport & Fitness	7.6%
Star Theatre	Leisure & Entertainment/Sport & Fitness	6.5%
Food Republic	F&B	6.4%
Kodak Cinema World	Leisure & Entertainment/Sport & Fitness	6.0%
HAOLEDI KTV	Leisure & Entertainment/Sport & Fitness	5.5%
Shanghai Xi Ti	F&B	4.4%
Buynow Computer World	Electronics & IT	4.1%
Hershey's	Books/Gifts & Specialty/Hobbies/Toys/Jewelry	1.9%
Popular Bookmall	Books/Gifts & Specialty/Hobbies/Toys/Jewelry	1.9%
MUJI	Department Store	1.9%

### RETAIL TENANT MIX BY LETTABLE AREA (AS AT 31 MARCH 2016)



## METRO TOWER SHANGHAI



Located next to Metro City, Shanghai, Metro Tower offers over 40,000 square metres of Grade A office space, spread across 26 floors.

Metro Tower, Shanghai, is supported by a strong multinational tenant base and its occupancy remains high at 99.4% as at 31 March 2016 (2015: 97.0%).

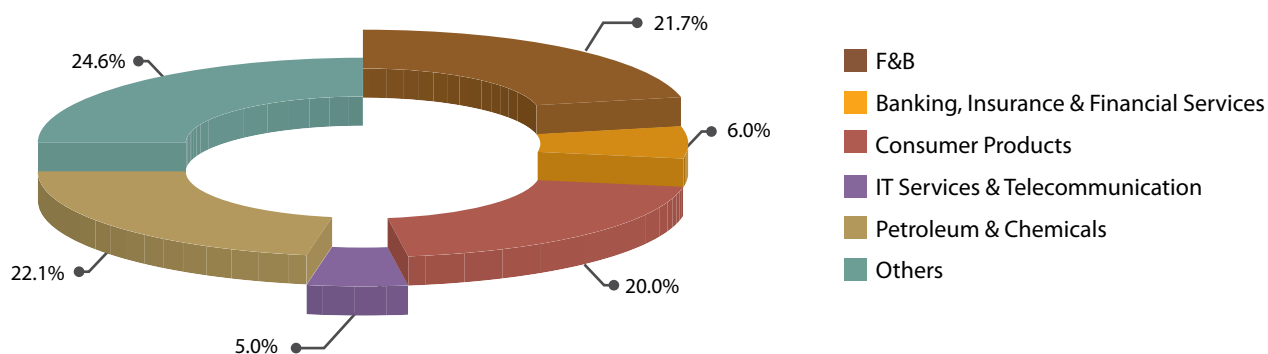
### Key Statistics

% owned by Group	: 60
Site area (sqm)	: 4,933
Lettable Area (sqm)	: 40,388
Tenure	: 50-year term from 1993 (27 years remaining)
No. of Tenants	: 28
Occupancy Rate (%)	: 99.4
Valuation (100%)	: S\$200 million

### TOP 10 TENANTS (AS AT 31 MARCH 2016)

Name of Tenant	Trade Sector	% of Total Lettable Area
Exxon Mobil	Petroleum & Chemicals	18.6%
Swatch Group	Consumer Products	16.8%
Energy Source	Others	13.3%
KFC	F&B	8.4%
Pizza Hut	F&B	6.7%
Agricultural Bank of China	Banking, Insurance & Financial Services	6.0%
Cummins	Others	5.3%
Shanghai Xi Ti	F&B	4.2%
Tutuanna	Consumer Products	2.5%
Lucite International	Petroleum & Chemicals	1.9%

### OFFICE TENANT MIX BY LETTABLE AREA (AS AT 31 MARCH 2016)



# GIE TOWER GUANGZHOU



Part of a 7-storey shopping podium and 35-storey office tower, GIE Tower, Guangzhou, is located at Huanshi Road East, in the central business district of Dongshan, Guangzhou.

The Group owns over 28,000 square metres of Grade A office space in the building. GIE Tower's occupancy rate rose to 86.0% as at 31 March 2016 (2015: 76.7%).

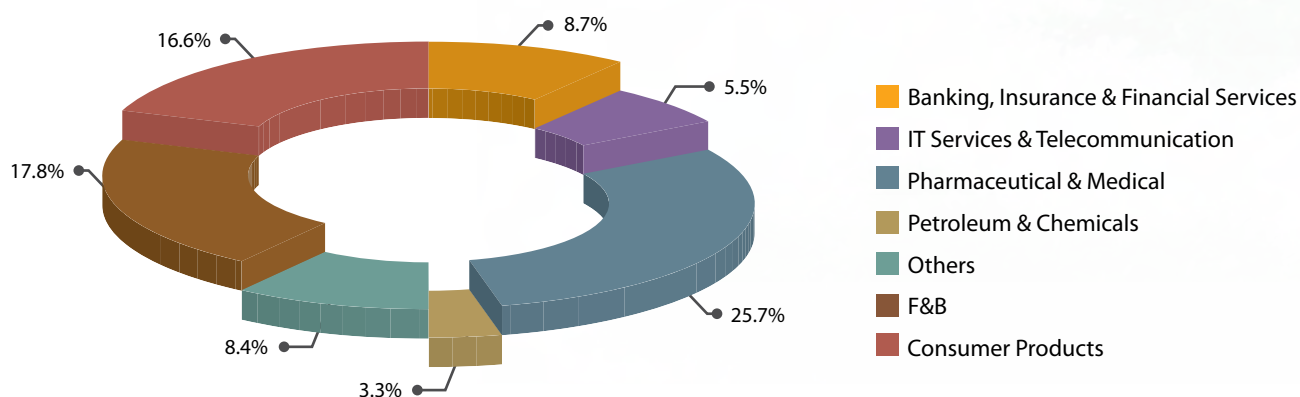
## Key Statistics

% owned by Group	: 100
Site area (sqm)	: <b>Strata titled</b>
Lettable Area (sqm)	: <b>28,390</b>
Tenure	: <b>50-year term from 1994 (28 years remaining)</b>
No. of Tenants	: <b>32</b>
Occupancy Rate (%)	: <b>86.0</b>
Valuation (100%)	: <b>S\$100 million</b>

## TOP 10 TENANTS (AS AT 31 MARCH 2016)

Name of Tenant	Trade Sector	% of Total Lettable Area
Yu Cai Restaurant	F&B	14.2%
Abbott Laboratories	Pharmaceutical & Medical	11.7%
Guangzhou Kamen Industry	Consumer Products	10.2%
Sino-US United MetLife Insurance	Banking, Insurance & Financial Services	7.7%
Roche	Pharmaceutical & Medical	6.8%
Novo Nordisk	Pharmaceutical & Medical	4.2%
Toshiba	IT Services & Telecommunication	4.1%
Evergreen	Others	3.5%
Da Zhong Shen Chang	Consumer Products	2.5%
Koyama	F&B	2.5%

## OFFICE TENANT MIX BY LETTABLE AREA (AS AT 31 MARCH 2016)



# SHANGHAI SHAMA CENTURY PARK SHANGHAI



Acquired in October 2013, the property comprises a total of 284 residential units with a total gross floor area of approximately 49,357 square metres and 240 underground car park units, and is currently operated as serviced apartments.

Located at 99 Dongxiu Road in Pudong New District, Shanghai, the well-situated property enjoys a good average occupancy of 78.3%, given its easy access to the subway station located just next door and is only approximately 15 minutes' drive from the Central Business District of Pudong, Shanghai.

As at 31 March 2016, leaseable GFA of approximately 18,319 square metres, comprising 118 units, have been sold and delivered.

### KEY STATISTICS

Completion Date	: 2006
% owned by Group	: 30
Land use rights tenure ending on	: 30 December 2072
Saleable/Leaseable GFA (sqm)*	: 31,038
Average Occupancy Rate (%)	: 78.3
Valuation (100%)*	: S\$368 million

\*As at 31 March 2016

## DEVELOPMENT PROPERTIES

Almost all the presales of the Nanchang Fashion Mark project's residential and ancillary retail properties of the residential sites have been recognised, with 80.2% of the residential property component being completed and recognised in FY2016.

Within the UK, all of the units for Milliners Wharf The Hat Box have been sold and the handover commenced in late March 2016. For Middlewood Locks, its residential properties are being developed in phases and work on the site has commenced in May 2016 in preparation for the start of Phase I. As for Sheffield Digital Campus, the first building is targeted for completion in the third quarter of 2017.

The residential market for Manchester, UK, is expected to continue being buoyant, given that demand significantly outweighs available supply. For the office property market in Sheffield, UK, it remains attractive due to its relatively high prime office yields compared to other regional cities in the UK.

The Crest at Prince Charles Crescent which is 40% held by the Group, was soft launched in mid-2014 and had 110 options issued as at 31 March 2016, an increase from the 66 options issued as at 31 March 2015.

# NANCHANG FASHION MARK JIANG XI



Nanchang Fashion Mark is a joint venture project with Hong Kong-listed Top Spring International Holdings Limited. It is a mixed-use development comprising residential, office and retail components that is located at Hong Gu Tan Central Business District ("CBD") in Nanchang City, Jiangxi Province in the PRC.

Established 10 years ago, the Hong Gu Tan CBD has a vast catchment area for businesses in the Central China region, and continues to see many domestic financial institutions setting up offices in the area.

The project's residential and commercial properties are being sold and completed in phases. As each completed phase is handed over, property sales will progressively be recognised.

As at 31 March 2016, saleable area presold and delivered comprised approximately 279,616 square metres of residential space and 12,271 square metres of retail space.

## KEY STATISTICS

% owned by Group	: 30.0
Site area (sqm)	: 269,455
Construction start date	: May 2013
Expected completion date	: August 2018
Land cost (RMB million)	: 1,978
Total GFA (sqm)	: 1,030,475
Total saleable/lettable GFA (sqm)*	: 498,139
Residential*	: 11,654
Retail*	: 239,758
Serviced Apartments*	: 20,766
Office*	: 225,961

\*As at 31 March 2016

# THE CREST AT PRINCE CHARLES CRESCENT SINGAPORE



The Crest at Prince Charles Crescent is a proposed 469-unit condominium comprising four blocks of 5-storey and three blocks of 24-storey residential buildings. The development includes a basement carpark, swimming pool, landscape deck and communal facilities.

Located in the tranquil Jervois precinct, the leasehold site at Prince Charles Crescent fronts the Good Class Bungalows of the Chatsworth and Bishopgate estates in Singapore. The Crest, which sits on a land parcel of over 23,000 square metres, will be of superior spatial quality, offering an openness and unblocked views that the site affords.

The architect commissioned for this development is Toyo Ito, a famed Japanese architect and Pritzker Architecture Prize winner who designed the iconic VivoCity shopping mall in Singapore.

The development is expected to be completed by late 2016.

### KEY STATISTICS

% owned by Group	: 40.0
Site area (sqm)	: 23,785
Construction start date	: June 2013
Expected completion date	: Late 2016
Total GFA (sqm)	: 49,950
Estimated total saleable GFA (sqm)	: 50,854
Land cost (S\$'million)	: 516.3

## MILLINERS WHARF THE HAT BOX MANCHESTER



### KEY STATISTICS

% owned by Group	: 25.0
Site area (acres)	: 1.06
Tenure	: Freehold
Sales launch	: Mid 2015
Completion date	: 1Q 2016
Estimated total saleable GFA (sqft)	: 112,400

The second phase of Milliners Wharf is located at the New Islington area of Manchester, UK. Neighbouring the site of the successful first phase of Milliners Wharf, the development is a short five minutes' walk from the Manchester City Centre and the Piccadilly train station.

The development consists of 144 apartments while featuring one, two, duplex and three bedroom

apartments with a mix of 14 different types of configurations across two buildings. In addition, the development also includes 135 secure surface parking spaces within the premises.

All the units have been sold and handover commenced in late March 2016.

## SHEFFIELD DIGITAL CAMPUS SHEFFIELD



### KEY STATISTICS

% owned by Group	: 50.0
Site area (acres)	: 1.03
Tenure	: Freehold
Expected completion date	: 2017/2020
Estimated total saleable GFA (sqft)	: 131,226

The Sheffield Digital Campus is a striking contemporary landmark that is centrally located on Sheaf Street and is adjacent to the Sheffield City Centre's main railway station. It is a prominent feature for those arriving in the City via the primary road and rail routes.

Two Grade A office buildings, Acero Works and Vidrio

House, will be built with six floors and eight floors, spanning 80,300 square feet and 50,900 square feet in net internal area respectively. Both buildings will also have a secure car parking facility.

Work has commenced on Acero Works and is expected to be completed in Q3 2017.

# MIDDLEWOOD LOCKS MANCHESTER



## KEY STATISTICS

% owned by Group	: 25.0
Site area (acres)	: 24.0
Tenure	: Freehold
Estimated total saleable/lettable GFA (sqft)	: 2.4 million

Middlewood Locks is situated at the Western boundary of the Manchester City Centre, next to the River Irwell and the Trinity Way Inner Ring Road. The development is a short distance away from major roads and is set to be a vibrant neighbourhood comprising approximately 2,000 new homes. There will also be 750,000 square feet of office and commercial space for amenities and facilities such as shops, restaurants, hotels, gym and bars.

With beautifully landscaped open spaces, water ways and promenades, Middlewood Locks' modern

apartments will be nestled within a vibrant and exciting environment.

Middlewood Locks' residential properties will be developed in phases.

Work commenced in May 2016 on the site to enable work to start on Phase 1 comprising 571 homes and associated space including convenience shops, restaurants and canal side footpaths and cycle ways.

# TOP SPRING INTERNATIONAL HOLDINGS LIMITED

## PRC

The Group owns about 16.1% of Top Spring as at 31 March 2016.

The Top Spring Group specialises in the development and operation of urban mixed-use communities and the development and sale of residential properties in the Pearl River Delta, the Yangtze River Delta, the Central China, the Beijing-Tianjin and the Chengdu-Chongqing regions in the PRC.

As at 31 December 2015, the Group had a total of 24 projects over 12 cities in various stages of development, including an estimated net saleable/leasable GFA of completed projects of approximately 520,403 sq.m., an estimated net saleable/leasable GFA of projects under development of approximately 469,817 sq.m., an estimated net saleable/leasable GFA of projects held for future development of approximately 2,187,463 sq.m. and an estimated net saleable/leasable GFA of projects contracted to be acquired or under application for change in land use of approximately 1,540,293 sq.m., totalling an estimated net saleable/leasable GFA of approximately 4,717,976 sq.m..



# Portfolio Review



## RETAIL

### RETAIL OPERATIONS

The genesis of Metro's present achievements and success lies in retail. Since the late Mr Ong Tjoe Kim (王梓琴) launched his flagship store at 72 High Street in 1957, Metro has flourished into a retailer with a highly recognised brand name that travelled beyond the shores of Singapore.

To bring refreshing shopping experiences to its customers, Metro continues to work closely with local and international business partners to curate an assortment of quality product offerings and updates to its retail concepts. To-date, Metro has five exclusive in-house labels – Kiro, Kurt Woods, Joe Burton, M. Maison and M. Essentials – which were developed by its in-house development team. Its products range from fashion to home furnishings.

Metro continues to differentiate itself innovatively in product offerings with better service and by embracing technology to keep up with the fast-changing consumer market.

For instance, Metro has adopted an omni-channel approach to provide seamless purchases by providing not just an offline brick-and-mortar shopping experience, but also the

experience of an online shopping store. To further support this, Metro's business analytics team was established to gain insights into its customers' buying behaviours. This improves Metro's decision making process across its business units to better cater to customers' needs and enhances the shopping experience. This is in line with Metro's Customer Relationship Management (CRM) practices on customer retention and in building customer loyalty through better targeting and curated product offerings.

Metro has also taken steps to be more aggressive on digital platforms. It has seen an increase in followers and fans through its social media platforms while traffic to its website has reached over one million visits.

With the increasing data utilisation, Metro has placed stronger emphasis on the protection of its customers' data. To demonstrate this importance, the Group commissioned KPMG to conduct robust security assessment and audit of its internal and external internet-facing systems. Internally, Metro also established the Data Protection Committee, comprising members from every function within Metro, which aims for proper protocols and processes needed to safeguard customers' data and ensures compliance to the Personal Data Protection Act 2012 (PDPA).



## SINGAPORE

### METRO STORES

The Group currently has three stores in Singapore under its flagship brand, Metro:

- Metro Centrepoint
- Metro Paragon
- Metro Woodlands

Covering six floors, its largest store, Metro Centrepoint, has retail space dedicated to categories such as beauty and wellness, women's and men's fashion, kids and toys, as well as bath and living. Metro Centrepoint also has the largest and widest home lifestyle and beds selection at Orchard Road.

In addition, the Group has also established Metro Online, its online store, to cater to the rising trend and demand for convenience through online purchases.

### M.2 SPECIALTY SHOPS

M.2 offers an extensive range of casual footwear and accessories. The curation of the store's merchandise mix caters to consumers' appetite for trendy and comfortable shoes that retails at reasonable prices. The aspiration for M.2 revolves around the notion of "good quality, good value". Metro operates three M.2 stores at Bugis Junction, Bedok Mall and The Seletar Mall.

## INDONESIA

### METRO STORES

Metro started its operations in the Indonesian market in 1991 at Pondok Indah Mall and currently operates nine stores in Indonesia with a total retail space of approximately 1.15 million square feet:

- Metro Pondok Indah, Jakarta
- Metro Plaza Senayan, Jakarta
- Metro Bandung Supermal, Bandung
- Metro Taman Anggrek, Jakarta
- Metro Pacific Place, Jakarta
- Metro Trans Studio Makassar, Makassar
- Metro Gandaria City, Jakarta
- Metro Ciputra World, Surabaya
- Metro Park Solo, Solo

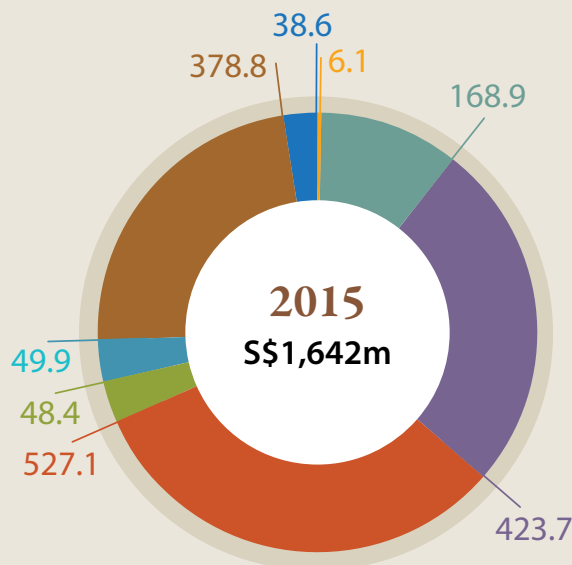
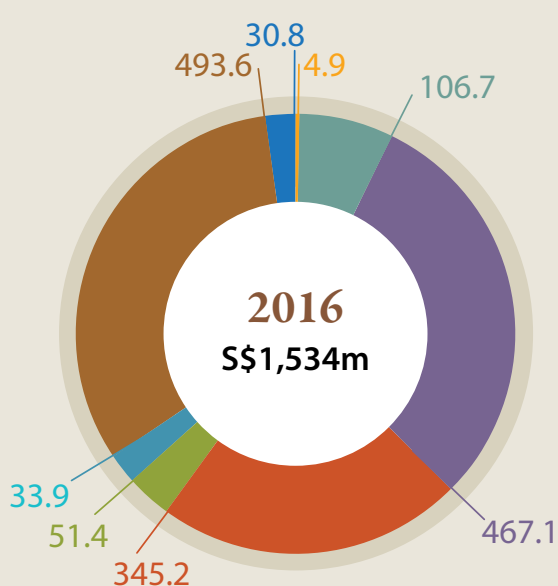
Sales were stable while profitability improved due to the containment of expenses.

### OUTLOOK

Given the cautious sentiment surrounding the retail market, competitive environment and high operating costs, the Group expects the division to remain under pressure. However, the division will continue to strive towards increasing its store efficiency to reduce the impact on its operations.

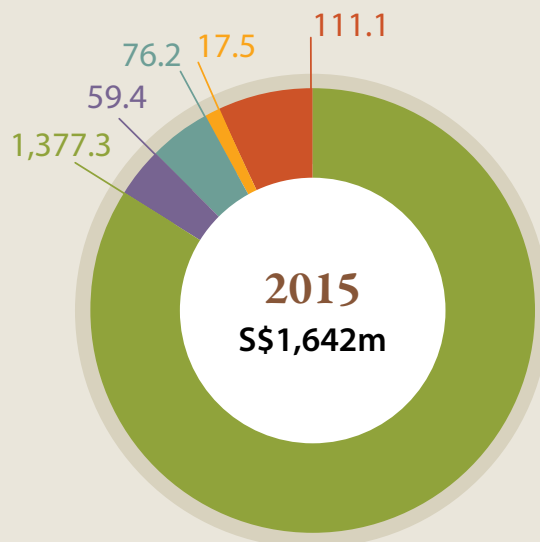
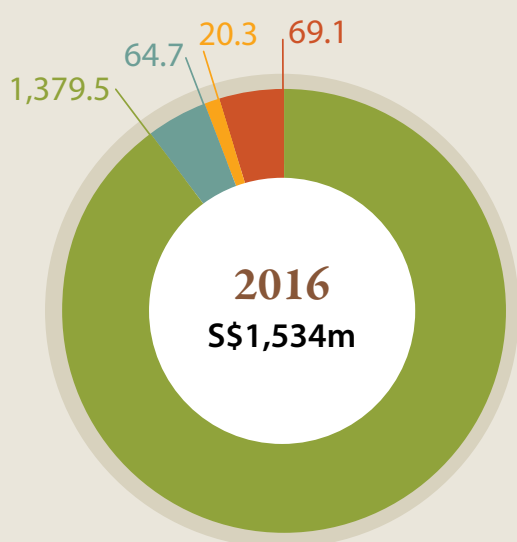
# Financial Highlights

## TOTAL ASSETS OWNED (S\$' MILLION)



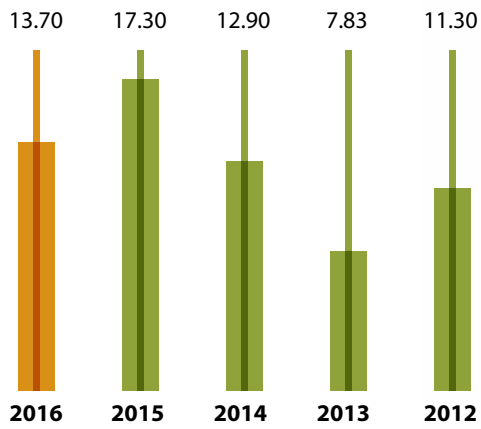
- Plant and Equipment
- Quoted and Unquoted Investments - Long-term
- Investment Properties
- Quoted Investments - Short-term
- Investments in Associates
- Cash and Cash Equivalents (including pledged deposits)
- Investments in Joint Ventures
- Others

## TOTAL LIABILITIES AND CAPITAL (S\$' MILLION)

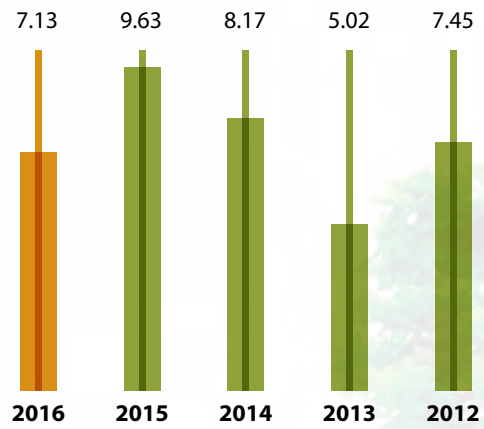


- Total Equity
- Tax and Deferred Tax Liabilities
- Bank Borrowings
- Amount due to an Associate
- Trade and Other Payables

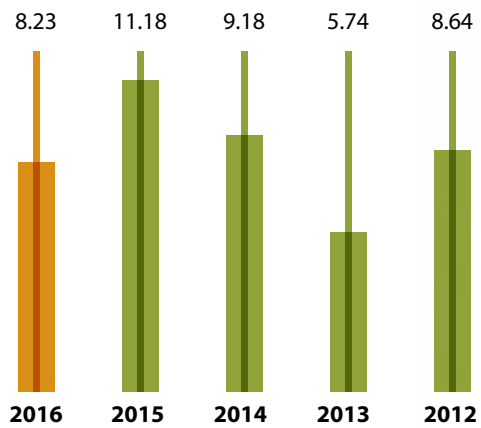
### EARNINGS PER SHARE (CENTS)



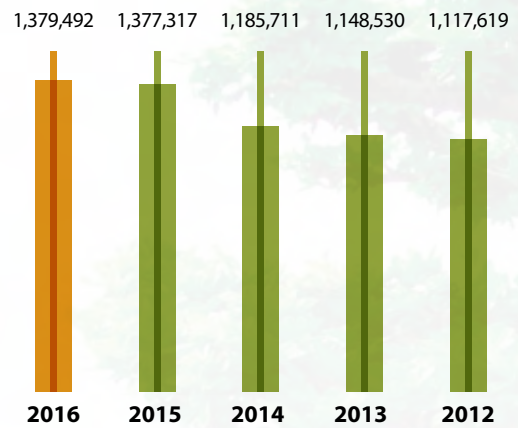
### RETURN ON TOTAL ASSETS (%)



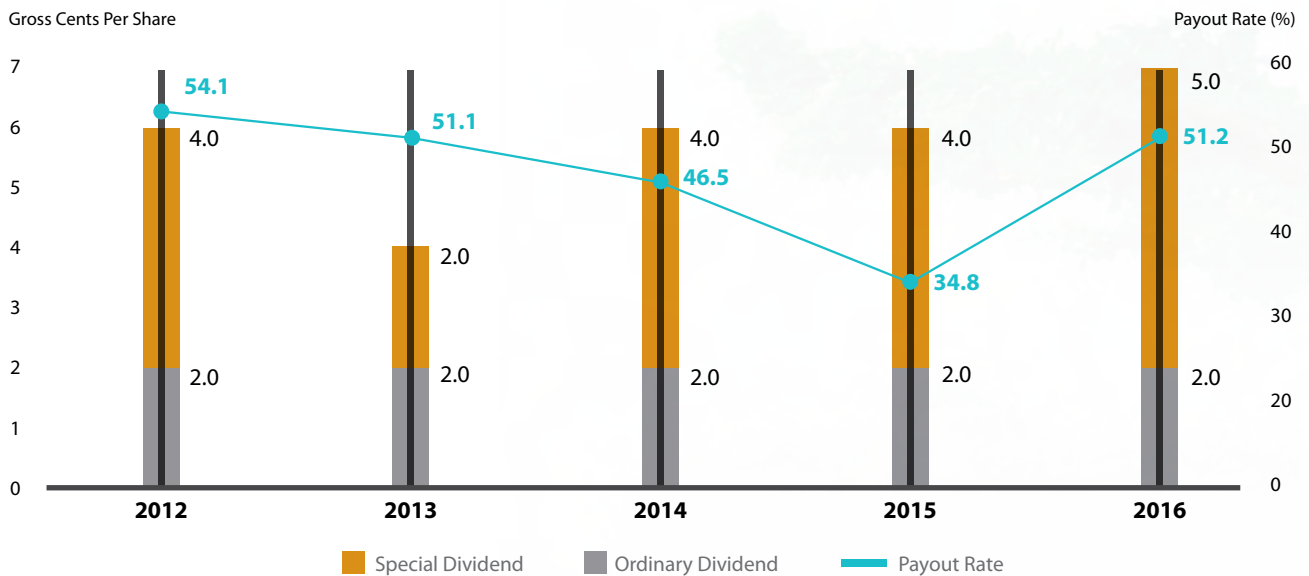
### RETURN ON SHAREHOLDERS' FUNDS (%)



### TOTAL NET ASSETS (S\$'000)



### DIVIDEND PAYOUT



# Financial Summary

	2016	2015	2014 (RESTATED)	2013 (RESTATED)	2012 (RESTATED)
<b>Financial Results (S\$'000)</b>					
Turnover	154,595	145,826	139,179	139,410	132,279
Net profit from operating activities before tax	122,332	145,538	109,923	72,493	106,099
Taxation	(9,040)	(3,181)	(3,031)	(7,532)	(14,184)
Profit after tax	113,292	142,357	106,892	64,961	91,915
Non-controlling Interests	(163)	510	(43)	(148)	(23)
Net profit attributable to shareholders	113,129	142,867	106,849	64,813	91,892
Net final dividend proposed/paid	16,561	16,561	16,561	16,561	16,561
Net final special dividend proposed/paid	41,402	33,121	33,121	16,561	33,121
<b>Balance Sheets (S\$'000)</b>					
Property, plant and equipment	4,872	6,083	4,190	6,007	15,872
Investment Properties	106,653	168,948	160,797	168,875	184,111
Other non-current assets	863,701	910,343	831,569	650,861	439,187
Current assets	558,301	556,149	329,129	465,214	649,883
Total Assets	1,533,527	1,641,523	1,325,685	1,290,957	1,289,053
Current Liabilities	(126,546)	(199,401)	(73,633)	(79,436)	(109,083)
Long-term and deferred liabilities	(27,489)	(64,805)	(66,341)	(62,991)	(62,351)
Net assets	1,379,492	1,377,317	1,185,711	1,148,530	1,117,619
Financed by:					
Share capital	169,717	169,717	169,717	169,717	169,717
Treasury shares	(1,768)	(1,768)	(1,768)	(1,768)	(1,768)
Reserves	1,207,698	1,206,018	1,014,679	976,969	946,332
Shareholders' funds	1,375,647	1,373,967	1,182,628	1,144,918	1,114,281
Non-controlling Interests	3,845	3,350	3,083	3,612	3,338
	1,379,492	1,377,317	1,185,711	1,148,530	1,117,619



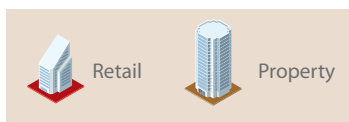
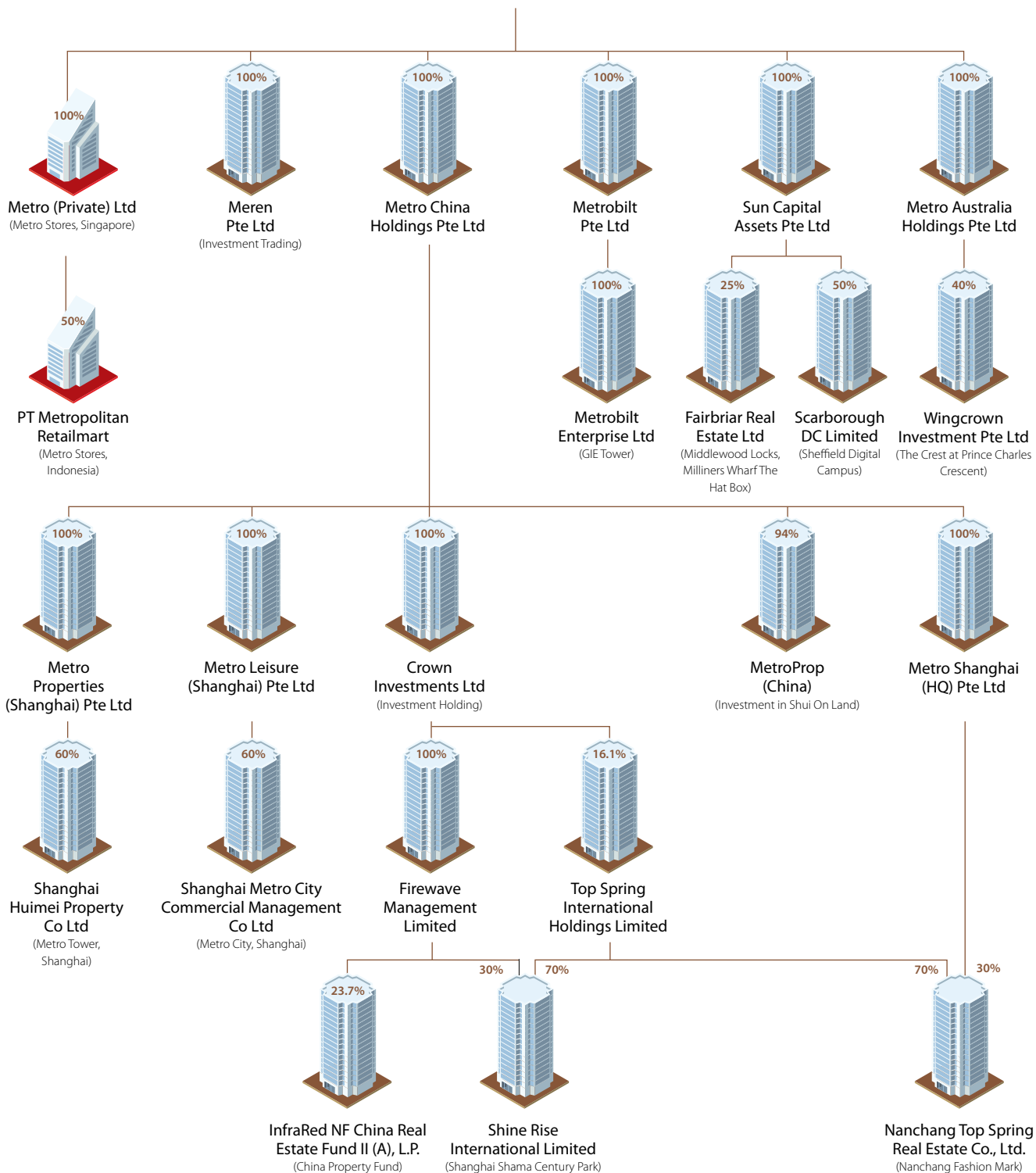
	2016	2015	2014 (RESTATED)	2013 (RESTATED)	2012 (RESTATED)
<b>Financial Ratios</b>					
Earnings per share after tax and non-controlling interests (cents) <sup>#</sup>	13.7	17.3	12.90	7.83	11.30
Return on shareholders funds (%) <sup>**</sup>	8.23	11.18	9.18	5.74	8.64
Return on Total Assets (%) <sup>**</sup>	7.13	9.63	8.17	5.02	7.45
Dividend proposed					
Special final & interim net dividend per share (cents)	5.00	4.00	4.00	2.00	4.00
Final/Interim net dividend per share (cents)	2.00	2.00	2.00	2.00	2.00
Dividend cover (times) <sup>#</sup>	1.95	2.88	2.15	1.96	1.85
Net Assets per share (S\$) <sup>#</sup>	1.66	1.66	1.43	1.38	1.35
Debt equity ratio (net of cash) (times)	Net Cash	Net Cash	Net Cash	Net Cash	Net Cash
Total Liabilities to shareholders funds (times)	0.11	0.19	0.12	0.12	0.15
Interest cover (times) <sup>#</sup>	220.63	126.90	82.24	40.00	52.93

#### NOTES

\* In calculating return on shareholders' funds and return on total assets, the average basis has been used.

# The Financial ratios are based on continuing operations.

# Corporate Structure



# Corporate Social Responsibility and Sustainability Report

## THE “WATER FOR LIFE” PROJECT IN LAMONGAN, INDONESIA

It has been more than three years since Metro embarked on the “Water for Life” project which was initially targeted to be completed in November 2015. The project was extended by another year and is set to conclude in November 2016. Over the years, in collaboration with the Singapore International Foundation, Pioneer Junior College and the Cipta Karya Public Works Service, the project has installed 120 environmentally friendly Hyflux membrane water filters in villages across the Lamongan Regency.

Metro is glad to report that about 27,000 adults and children in the regency have benefited from access to clean drinking water. There has been an 80% reduction in reports of those falling ill due to water-borne diseases. Students have also been successfully influenced to adopt improved health and hygiene practices through basic hygiene education and the distribution of 12,000 hygiene kits. Metro hopes that with the reduction in incidence of water-borne sanitation diseases, the beneficiaries’ quality of life will be improved.

While the “Water for Life Lamongan” project will be wrapping up in the coming months, going forward, the Group will continue to involve itself in meaningful causes and projects that will benefit the community.

## CREATING POSITIVE IMPACT THROUGH THE SUPPORT OF EDUCATION

Making a difference to the community through education has been a longstanding corporate social responsibility agenda of Metro. Over the years, Metro has embarked on a number of initiatives to enhance education and learning among students.

## METRO SCHOLARSHIP

More than 1,000 students, largely from low income backgrounds in the Xuhui district in Shanghai, have benefited from the Metro Scholarship. Initiated by the late Mr Jopie Ong, the scholarship has been ongoing for over 10 years since 2005. To continue cultivating the spirit of providing the next generation of deserving students in need of financial support, Metro has pledged to donate a total of RMB500,000 to the scholarship programme over the next five years.

## SHANGHAI CHILDREN’S FUND

The Shanghai Children’s Fund, which Metro has supported with donations of RMB1,000,000 over the last three years, has provided more than 900 students the opportunity to participate in day care classes during the summer holidays. Through these classes, it aims to develop students beyond academic aspects. These include physical education as well as curriculum to stimulate their innovativeness. Going forward, a new round of donations amounting to a total of RMB1 million has been earmarked for the period of 2016 to 2018 in order to support and improve the quality of this meaningful initiative.

## SHANGHAI XUHUI DISTRICT EDUCATIONAL DEVELOPMENT FUND

To deliver effective education to students, having dynamic teaching professionals that make a difference to learning is key. In that regard, Metro has donated over RMB400,000 in the last three years to the Shanghai Xuhui District Educational Development Fund which strives to develop quality curriculum and rewards outstanding teachers in the district.

## SHANGHAI METRO HOPE SCHOOL

In September 2015, volunteers from Metro also visited the Shanghai Metro Hope School in Fengyang county of Anhui province, China, in addition to the annual scholarship given out to commendable students.

# Corporate Social Responsibility and Sustainability Report

## RENEWING METRO'S COMMITMENT TO CONSERVING THE ENVIRONMENT

Metro continued on its efforts to lower its energy consumption which has reaped benefits in conserving the environment and provided tangible cost savings. With an upfront investment of RMB45,000, the replacement of fire exit lights in Metro Tower, Shanghai, with motion sensor Light-Emitting Diodes ("LEDs"), was successfully completed in November 2015. The electricity savings rate from the initiative is projected to reach about 78% annually.

The Group is also on track to extend a similar energy saving plan in the second half of 2016 to Metro City, Shanghai. 32 escalator handrail lights will be replaced with cost saving LED lamps through an anticipated investment of RMB300,000. When completed, the Group expects to reduce its carbon footprint by the equivalent of 26.9 tonnes of coal annually or an energy savings rate of about 82%.

## DOING METRO'S PART AS A SOCIALLY RESPONSIBLE BUSINESS

As a group with diverse stakeholders across the world, Metro has a strong commitment towards actively supporting the community and being environmentally conscious. The Group has been actively involved in corporate social activities in Indonesia, China and Singapore, and hopes to leave a positive and lasting impact for the improvement of society as well as for the betterment of the next generation.



# Corporate Governance

Metro Holdings Limited (“Metro” or “the Company”) is committed to high standards of corporate governance. This Report describes the Company’s corporate governance practices with specific reference to the Code of Corporate Governance 2012 (the “Code 2012”).

## THE BOARD’S CONDUCT OF AFFAIRS

**Principle 1: Every company should be headed by an effective Board to lead and control the company. The Board is collectively responsible for the long-term success of the company. The Board works with management to achieve this objective and the management remains accountable to the Board.**

The Board oversees the business affairs of the Group and sets overall corporate strategy and direction. It approves the Group’s strategic plans, key business initiatives and financial objectives, major investment and divestment and funding proposals. The Board also monitors operating and financial performance and oversees the processes for risk management, financial reporting and compliance and evaluating the adequacy of internal controls. It approves nominations to the Board of Directors. Matters specifically reserved for Board’s decisions are those involving material acquisitions and disposal of assets, corporate or financial restructuring, share issuances and dividends. The Board has adopted a set of internal guidelines on these matters. The Board has delegated certain of its functions to the Nominating, Audit, Remuneration and Investment Committees.

The Board conducts regular scheduled meetings on a quarterly basis. Ad-hoc meetings can be convened as warranted by circumstances. Management has access to the directors for guidance or exchange of views outside of the formal environment of the Board meetings.

Directors are briefed on regulatory changes, especially those on the Company’s or director’s disclosure obligations. In order to ensure that the Board is able to fulfill its responsibilities, prior to the Board meetings, the Management provides the Board with information containing relevant background or explanatory information required to support the decision-making process.

Newly-appointed directors will be given briefings by the Management on the business activities of the Group and its strategic directions as well as its corporate governance practices.

The Board has separate and independent access to the Company Secretaries at all times. The Company Secretaries attend Board and Committees’ meetings and are responsible for ensuring that Board procedures are followed. The Board also has access to independent professional advice, where necessary, at the Company’s expense.

## BOARD COMPOSITION AND GUIDANCE

**Principle 2: There should be a strong and independent element on the Board, which is able to exercise objective judgment on corporate affairs independently, in particular, from management and 10% shareholders. No individual or small group of individuals should be allowed to dominate the Board’s decision making.**

The Board comprises six directors as follows:

	Board	Audit Committee	Nominating Committee	Remuneration Committee	Investment Committee
Lt-Gen (Retd) Winston Choo Wee Leong	Chairman	–	Chairman	Member	Chairman
Jopie Ong Hie Koan*	Member	–	Member	–	Member
Phua Bah Lee	Member	Member	Member	Chairman	–
Gerald Ong Chong Keng	Member	Member	Member	Member	Member
Mrs Fang Ai Lian	Member	Chairman	Member	–	–
Tan Soo Khoon®	Member	Member	–	–	Member
Lawrence Chiang Kok Sung#	Member	–	–	–	Member

\* Mr Jopie Ong was a director until his demise on 2 February 2016.

@ Appointed as Audit Committee member and Investment Committee member on 22 July 2015 and 11 February 2016 respectively.

# Appointed as Executive Director and Investment Committee member on 1 June 2016.

# Corporate Governance

Lt-Gen (Retd) Winston Choo Wee Leong is the non-executive and independent Chairman. Mr Gerald Ong Chong Keng is a non-executive director. Mr Phua Bah Lee, Mrs Fang Ai Lian and Mr Tan Soo Khoon are non-executive and independent directors. Mr Lawrence Chiang Kok Sung was appointed as the Acting Group Chief Executive Officer with effect from 3 February 2016. He was appointed as the Group Chief Executive Officer and Executive Director with effect from 1 June 2016.

The Company's Constitution permits directors to attend meetings through the use of audio-visual communication equipment.

The attendance of directors at Board and Committees' meetings, whilst they were members, as well as the Annual General Meeting in FY2016 are set out below:

	MHL Board		Audit Committee		Nominating Committee		Remuneration Committee		Investment Committee		Annual General Meeting
	No. of Meetings Held	No. of Meetings Attended	No. of Meetings Held	No. of Meetings Attended	No. of Meetings Held	No. of Meetings Attended	No. of Meetings Held	No. of Meetings Attended	No. of Meetings Held	No. of Meetings Attended	Attended
Lt-Gen (Retd) Winston Choo Wee Leong	4	4	–	–	1	1	1	1	6	6	1
Jopie Ong Hie Koan	3	3	–	–	1	1	–	–	5	5	1
Phua Bah Lee	4	4	4	4	1	1	1	1	–	–	1
Gerald Ong Chong Keng	4	4	4	4	1	1	1	1	6	6	1
Mrs Fang Ai Lian	4	4	4	4	1	1	–	–	–	–	1
Tan Soo Khoon	4	4	3	3	–	–	–	–	1	1	1

There is strong and independent element on the Board. The Board is able to exercise objective judgment independently from Management and no individual or small group of individuals dominate the decisions of the Board.

The Nominating Committee considers the Board's present size and composition appropriate taking into account the nature and scope of the Group's operations, the depth and breadth of knowledge, expertise and business experiences of the directors to govern and manage the Group's affairs and that a majority of the Board size is independent.

Each director has been appointed on the strength of his calibre, experience and stature. Each director is expected to bring valuable range of experience and expertise to contribute to the development of the Group strategy and the performance of its business.

The Nominating Committee reviews the size of the Board from time to time.

The Board has no dissenting view on the Chairman's statement for the year in review.

## CHAIRMAN AND GROUP CHIEF EXECUTIVE OFFICER

**Principle 3: There should be a clear division of responsibilities between the leadership of the Board and the executives responsible for managing the company's business. No one individual should represent a considerable concentration of power.**

The Company's Chairman and the late Group Managing Director were separate persons who were not related. There is a clear segregation of the roles and responsibilities between the Chairman and the late Group Managing Director.

The Company's Chairman and the Group Chief Executive Officer who is also an Executive Director (appointed on 1 June 2016) are separate persons who are not related. There is a clear segregation of the roles and responsibilities between the Chairman and the Group Chief Executive Officer.



The Chairman provides overall vision and strategic guidance and bears responsibility for the workings of the Board.

The Group Chief Executive Officer bears full executive responsibility for the Group's operations including making key day-to-day operational decisions.

The Chairman assumes the responsibilities of scheduling and setting agendas for Board meetings and exercises control over the quality, quantity and timeliness of information flow between the Board and Management.

## **BOARD MEMBERSHIP AND BOARD PERFORMANCE**

**Principle 4: There should be a formal and transparent process for the appointment and re-appointment of directors to the Board.**

**Principle 5: There should be a formal assessment of the effectiveness of the Board as a whole and its board committees and the contribution by each director to the effectiveness of the Board.**

The Nominating Committee comprises four directors, three of whom, including the Chairman, are independent directors. The Committee Chairman is Lt-Gen (Retd) Winston Choo Wee Leong and the other members are Mr Phua Bah Lee, Mr Gerald Ong Chong Keng and Mrs Fang Ai Lian.

The Nominating Committee's written key terms of reference describe its responsibilities, and these include:

- (i) reviewing and assessing candidates for directorships (including executive directorships) before nominating such candidates for the approval by the Board of Directors;
- (ii) reviewing and recommending to the Board of Directors the re-election and re-appointment of any Directors under the retirement provisions in accordance with the Company's Constitution at each annual general meeting;
- (iii) reviewing the composition of the Board of Directors annually to ensure that the Board of Directors has an appropriate balance of independent directors and ensuring an appropriate balance of expertise, skills, attributes and abilities among our directors;
- (iv) reviewing and determining annually if a director is independent, in accordance with the Code and any other salient factors;
- (v) where a director has multiple board representations, deciding whether the director is able to and has been adequately carrying out his duties as director; and
- (vi) reviewing the succession plan for directors and key executives of the Group.

The Nominating Committee recommends all appointments and re-nominations of directors to the Board. The Company's Constitution provides for one-third of the directors, to retire by rotation and be subject to re-election at every Annual General Meeting. A newly appointed director must also subject himself for retirement and re-election at the Annual General Meeting immediately following his appointment. The Nominating Committee, in considering the nominating of any director for re-election, will evaluate the performance of the director involved.

The Nominating Committee also determines the independence of directors and evaluates and assesses the effectiveness of the Board taking into consideration appropriate performance criteria.

The Board, through the delegation of its authority to the Nominating Committee, has used its best efforts to ensure that directors appointed to the Board possess the background, experience and knowledge in technology, business, finance and management skills critical to the Group's businesses and that each director, through his unique contributions, brings to the Board an independent and objective perspective to enable balanced and well-considered decisions to be made.

# Corporate Governance

The search and nomination process for new directors, if any, will be through search companies, contacts and recommendations that go through the normal selection process, to cast its net as wide as possible for the right candidates.

New directors are appointed by the Board after the Nominating Committee has reviewed and recommended their appointment. Such new directors are however required to submit themselves for re-election at the next Annual General Meeting of the Company.

The Nominating Committee has assessed the independence of the directors based on the definition of independence as set out in the Code 2012. The Nominating Committee requires all the independent directors to confirm their independence and their relationships with the directors, management and 10% shareholders of the Company by a declaration in writing annually.

As at 31 March 2016, one of the independent directors, Mr Phua Bah Lee, has served on the Board for more than nine years from the date of his first appointment. In subjecting the independence of Mr Phua to particularly rigorous review, the Nominating Committee and the Board have (with Mr Phua abstaining from discussion and deliberation) placed more emphasis on whether he has demonstrated independent judgment, integrity, professionalism and objectivity in the discharge of his duties rather than imposing a maximum number of years that he should serve. The Nominating Committee and the Board have noted that Mr Phua has not hesitated to express his own viewpoint as well as seeking clarification from Management on issues he deems necessary. It is noted that Mr Phua is able to exercise objective judgment on corporate matters independently, in particular from Management and 10% shareholders, notwithstanding his 23 years of office and common directorship in Ngee Ann Development Pte Ltd.

After due consideration and careful assessment, the Nominating Committee and the Board are of the view that Mr Phua remains independent.

The Nominating Committee is also of the opinion that the directors, who have been classified as independent under the Board Composition section, are indeed independent and the current size of the Board is adequate for the purposes of the Group.

When a director has multiple board representations, such director has to ensure that sufficient time and attention is given to the affairs of the Company and the Nominating Committee is satisfied that the director is able to and has been adequately carrying out his duties as a director of the Company. The Nominating Committee is of the view that the issue relating to multiple board representations should be left to the judgment and discretion of each director. As such, the Nominating Committee and the Board have decided not to set any maximum number of listed company board representations that any director may hold.

The Nominating Committee has recommended the re-election of Mr Gerald Ong Chong Keng who is retiring by rotation pursuant to Article 94 of the Company's Constitution at the forthcoming Annual General Meeting. The Nominating Committee has also recommended the re-election of Mr Lawrence Chiang Kok Sung who is retiring pursuant to Article 99 of the Company's Constitution at the forthcoming Annual General Meeting.

In addition, the Nominating Committee has also recommended the re-appointment of Lt-Gen (Retd) Winston Choo Wee Leong and Mr Phua Bah Lee at the forthcoming Annual General Meeting. Both Lt-Gen (Retd) Winston Choo Wee Leong and Mr Phua Bah Lee were re-appointed to the Board at the Annual General Meeting held on 22 July 2015 pursuant to Section 153(6) of the Companies Act, Chapter 50 of Singapore (the "Act") which was in force immediately before 3 January 2016. Pursuant to Section 153(6) of the Act, such re-appointment will be until the next Annual General Meeting. Accordingly, as their appointments will lapse at the forthcoming Annual General Meeting, both Lt-Gen (Retd) Winston Choo Wee Leong and Mr Phua Bah Lee are subject to re-appointment at the forthcoming Annual General Meeting.

The retiring directors have offered themselves for re-election/re-appointment. The Board has accepted the recommendations of the Nominating Committee.



The dates of initial appointment and last re-appointment/re-election of each director are set out as follows:

Name of Director	Appointment	Date of Initial Appointment	Date of Last re-appointment/ re-election
Lt-Gen (Retd) Winston Choo Wee Leong	Non-Executive/ Independent Director	18 June 2007	22 July 2015
Phua Bah Lee	Non-Executive/ Independent Director	5 October 1993	22 July 2015
Gerald Ong Chong Keng	Non-Executive Director	18 June 2007	17 July 2013
Mrs Fang Ai Lian	Non-Executive/ Independent Director	16 July 2008	22 July 2015
Tan Soo Khoon	Non-Executive/ Independent Director	9 December 2011	24 July 2014
Lawrence Chiang Kok Sung	Executive Director	1 June 2016	NA

The Nominating Committee has established a formal appraisal process to assess the performance and effectiveness of the Board as a whole annually. It focuses on a set of performance criteria which includes the evaluation of the size and composition of the Board, the Board's access to information and Board accountability. The findings of such evaluations were analysed and discussed with a view to identifying areas for improvement and implementing certain recommendations to further enhance the effectiveness of the Board. In its evaluation, the Nominating Committee considers the expertise and experience of each Board member, their attendance, participation and contributions to the Board both inside and outside of Board meetings which can be in many forms, including Management's access to him for guidance or exchange of views outside the formal environment of the Board.

## ACCESS TO INFORMATION

**Principle 6: In order to fulfil their responsibilities, directors should be provided with complete, adequate and timely information prior to board meetings and on an on-going basis so as to enable them to make informed decisions to discharge their duties and responsibilities.**

Directors are given full access to the management team and Company Secretary, all Board and Board committees' minutes and all approval and information papers. In between Board meetings, important matters concerning the Company are also put to the Board for its decision by way of circulating resolutions in writing for the Directors' approval together with supporting memoranda to enable the Directors to make informed decisions. The Company supports the directors, either individually or as a group, if they require independent professional advice in furthering their duties to the Company.

## PROCEDURES FOR DEVELOPING REMUNERATION POLICIES, LEVEL AND MIX OF REMUNERATION AND DISCLOSURE OF REMUNERATION

**Principle 7: There should be a formal and transparent procedure for developing policy on executive remuneration and for fixing the remuneration packages of individual directors. No director should be involved in deciding his own remuneration.**

**Principle 8: The level and structure of remuneration should be aligned with the long-term interest and risk policies of the company, and should be appropriate to attract, retain and motivate (a) directors to provide good stewardship of the company, and (b) key management personnel to successfully manage the company. However, companies should avoid paying more than is necessary for this purpose.**

**Principle 9: Each company should provide clear disclosure of its remuneration policies, level and mix of remuneration, and the procedure for setting remuneration in the company's Annual Report. It should provide disclosure in relation to its remuneration policies to enable investors to understand the link between remuneration paid to directors and key management personnel, and performance.**

The Remuneration Committee is chaired by Mr Phua Bah Lee with Lt-Gen (Retd) Winston Choo Wee Leong, who are non-executive and independent directors, and Mr Gerald Ong Chong Keng, who is a non-executive director, as members.

# Corporate Governance

The Remuneration Committee's written key terms of reference describe its responsibilities, and these include:

- (i) recommending to the Board of Directors, in consultation with the Chairman of the Board of Directors, for endorsement, a comprehensive remuneration policy framework and guidelines for remuneration of the directors and key executives of the Group;
- (ii) recommending specific remuneration packages for each of the directors and the Group Chief Executive Officer;
- (iii) in the case of service agreements, considering what compensation commitments the directors' or key executives' contracts of service, if any, would entail in the event of early termination with a view to be fair and avoid rewarding poor performance and to recognise the duty to mitigate loss;
- (iv) approving performance targets for assessing the performance of each of the key executive of the Group and recommending such targets as well as employee specific remuneration packages for each of such key executive for endorsement by the Board of Directors; and
- (v) administering the share incentive plans of the Company, if any.

The Remuneration Committee reviews and recommends to the Board the framework of remuneration for key executives and for directors serving on the Board and Board committees. The review of specific remuneration packages includes fees, salaries, bonuses and incentives. Although the recommendations are made in consultation with Management, the remuneration packages are ultimately approved by the Board. No director is involved in deciding his own remuneration.

The executive director has a service contract which includes terms of termination under appropriate notice. Non-executive directors are remunerated based on basic fees for serving on the Board and Board committees as is the executive director. Such fees are recommended for approval by shareholders as a lump sum payment at the Annual General Meeting.

The Remuneration Committee has access to expert professional advice on remuneration matters whenever there is a need to obtain such advice.

The Company does not have a share option scheme.

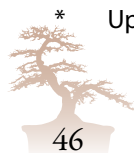
Remuneration for key executives are based on corporate and individual performance with certain key executives entitled to profit-sharing bonuses calculated as a percentage of profit from operations and based on certain profits arising from disposals of investments and investment properties on a realised basis.

At the moment, the Company does not use any contractual provisions to reclaim incentive components of remuneration from executive directors and key management executives in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company. The Remuneration Committee will consider, if required, whether there is a requirement to institute such contractual provisions to allow the Company to reclaim the incentive components of the remuneration of the executive directors and key management executives paid in prior years in such exceptional circumstances.

Breakdown of directors' remuneration for FY2016:

Name of Director	Total Remuneration S\$'000	Base Salary etc/Directors' Fees	Performance-Related/ Bonuses	Long Term Incentive
Lt-Gen (Retd) Winston Choo Wee Leong	212	100%	-	-
Jopie Ong Hie Koan*	12,326	10%	90%	-
Phua Bah Lee	92	100%	-	-
Gerald Ong Chong Keng	146	100%	-	-
Mrs Fang Ai Lian	102	100%	-	-
Tan Soo Khoon	74	100%	-	-

\* Up to 2 February 2016.



Remuneration of top four key executives (who are not also directors) for FY2016:

Remuneration Band & Name of Key Executive	Base Salary etc	Performance-Related/ Bonuses	Long Term Incentive
<i>S\$2,500,000 to S\$2,749,999</i>			
Lawrence Chiang Kok Sung	32%	65%	3%
<i>S\$1,250,000 to S\$1,499,999</i>			
Lee Chin Yin	54%	29%	17%
<i>S\$750,000 to S\$999,999</i>			
David Tang Kai Kong	82%	18%	–
<i>S\$500,000 to S\$749,999</i>			
Wong Sioe Hong	82%	18%	–
<i>S\$250,000 to S\$499,999</i>			
Nil	–	–	–

The remuneration of Mr Lawrence Chiang Kok Sung was in respect of FY2016 when he was the Group Chief Operating Officer and Acting Group Chief Executive Officer.

Given the highly competitive industry conditions the Group operates in and in the interest of maintaining good morale and a strong spirit of teamwork within the Group, the disclosure relating to the remuneration of the top four key executives (who are not also directors) of the Group is only set out in bands of S\$250,000 above. Their profiles are found on page 17.

The aggregate total remuneration of the top four key management personnel (who are not directors or the Group Managing Director) was S\$5,231,445.

Number of employees who are immediate family members of the late Group Managing Director in remuneration bands:

Remuneration Band & Name of Immediate Family Member	Base Salary etc	Performance-Related/ Bonuses	Long Term Incentive
<i>S\$650,000 to S\$699,999</i>			
Wong Sioe Hong	82%	18%	–
<i>S\$200,000 to S\$249,999</i>			
Ong Jenn	61%	14%	25%
<i>S\$50,000 to S\$99,999</i>			
Nil	–	–	–

Wong Sioe Hong and Ong Jenn are the sister and son of the late Group Managing Director respectively.

## ACCOUNTABILITY

**Principle 10: The Board should present a balanced and understandable assessment of the company's performance, position and prospects.**

The Board is mindful of the obligation to provide shareholders with a balanced and understandable assessment of the Company's performance, position and prospects including information on all major developments that affect the Group and strives to maintain a high standard of transparency.

Management provides all members of the Board with management accounts which present a balanced and understandable assessment of the company's performance, position and prospects on a monthly basis.

# Corporate Governance

## RISK MANAGEMENT AND INTERNAL CONTROLS, AUDIT COMMITTEE AND INTERNAL AUDIT

**Principle 11: The Board is responsible for the governance of risk. The Board should ensure that Management maintains a sound system of risk management and internal controls to safeguard shareholders' interests and the company's assets, and should determine the nature and extent of the significant risks which the Board is willing to take in achieving its strategic objectives.**

**Principle 12: The Board should establish an Audit Committee with written terms of reference which clearly set out its authority and duties.**

**Principle 13: The Company should establish an effective internal audit function that is adequately resourced and independent of the activities it audits.**

The Audit Committee comprises three non-executive independent directors and one non-executive director. It is chaired by Mrs Fang Ai Lian and the members are Mr Phua Bah Lee, Mr Gerald Ong Chong Keng and Mr Tan Soo Khoo. The Audit Committee has full authority to investigate matters relating to the Group and any matters within its terms of reference.

The Audit Committee's written key terms of reference describe its responsibilities, and these include:

- (i) assisting the Board of Directors in discharging its statutory responsibilities on financing and accounting matters;
- (ii) reviewing significant financial reporting issues and judgments to ensure the integrity of the financial statements and any formal announcements relating to financial performance;
- (iii) reviewing the scope and results of the audit and its cost effectiveness, and the independence and objectivity of the external auditor;
- (iv) reviewing and evaluating with internal auditors, the adequacy and effectiveness of the system of internal controls, including financial, operational, compliance and information technology controls, and risk management policies and framework;
- (v) reviewing any interested person transactions as defined in the Listing Manual;
- (vi) appraising and reporting to the Board of Directors on the audits undertaken by the external auditors and internal auditors, the adequacy of disclosure of information, and the appropriateness and quality of the system of management and internal controls;
- (vii) making recommendations to the Board of Directors on the appointment, re-appointment and removal of the external auditors and internal auditors, and approving the remuneration and terms of engagement of the external auditors and internal auditors; and
- (viii) reviewing whistle blowing investigations within the Group and ensuring appropriate follow up action, if required.

The Audit Committee reviews the scope, the audit plan, the results and effectiveness of the External and Internal Auditors. The internal audit function, which is outsourced to KPMG, reports directly to the Audit Committee.

The Audit Committee has met with the External Auditor and Internal Auditors separately without the presence of management for the year in review. In addition, updates on changes in accounting standards and treatment are prepared by the External Auditor and circulated to members of the Audit Committee periodically for information.

The Audit Committee having reviewed the nature and extent of non-audit services provided by Ernst & Young LLP ("EY") and Ernst & Young member firms, including the fees paid for their audit services, non-audit services and the aggregate amount of fees paid in respect of the year ended 31 March 2016, is of the view that the independence of the external auditor of the Company has not been compromised.



The Audit Committee has also reviewed and confirmed that EY is a suitable audit firm to meet the Company's audit obligations, having regard to the adequacy of resources and experience of the firm and the assigned audit engagement partner, EY's other audit engagements, size and complexity of the Metro Group, number and experience of supervisory and professional staff assigned to the audit. Accordingly, the Audit Committee recommended to the Board the re-appointment of EY as External Auditor of the Group for the year ending 31 March 2017. Therefore, the Company complies with Rule 712 of the Listing Manual.

The Group has complied with the Rule 715 of the Listing Manual in relation to its auditing firms. EY has been engaged to audit the financial statements of the Company and all its Singapore-incorporated subsidiaries and its only associated company. This Singapore-incorporated associated company is not considered significant\*.

The financial statements of significant\* foreign-incorporated subsidiaries and associated companies, with the exception of one associated company, are audited by EY member firms in the respective countries. This significant\* foreign-incorporated associated company is audited by KPMG, one of the big four audit firms in Hong Kong. Rule 716 does not apply to the Group as all its Singapore-incorporated subsidiaries and the only Singapore-incorporated associated company, which is not considered significant\*, are audited by EY.

All the significant\* foreign-incorporated joint ventures, with the exception of one joint venture, are audited by EY member firms in their respective countries. This significant\* foreign-incorporated joint venture is audited by KPMG, one of the big four audit firms in Hong Kong. The Group has certain Singapore-incorporated and foreign-incorporated joint ventures and associated companies which are currently not considered significant\* to the Group, and the financial statements of these joint ventures and associated companies are audited by the other big four audit firms except for one foreign-incorporated associated company and one foreign-incorporated joint venture which are not considered significant\* and are audited by the ninth largest audit firm (in terms of fee income) in the United Kingdom.

The following significant\* foreign-incorporated associated companies and joint ventures and names of the audit firm are as follows:

	<b>Name of significant* foreign-incorporated Associates/Joint Ventures</b>	<b>Name of Auditor</b>
1	Top Spring International Holdings Limited	KPMG
2	Nordevo Investments Limited	KPMG

\* Significant or not considered significant as defined under Clause 718 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

The Board is cognizant of its responsibility for maintaining a sound system of internal controls to safeguard the investment of its shareholders and the assets and business of the Group. The Group has outsourced the internal audit function of the Group to KPMG. They conduct regular audit of internal control systems of the Group's companies, recommend necessary improvements and enhancements, and report to the Audit Committee.

The Audit Committee examines the effectiveness of the Group's internal control systems. The many assurance mechanisms operating are supplemented by the Internal Auditors' reviews of the effectiveness of the Group's material internal controls, including financial, operational and compliance and information technology controls. Any material non-compliance or failures in internal controls and recommendations for improvements are reported to the Audit Committee. The Audit Committee reviews the effectiveness of the actions taken by Management on the recommendations made by the Internal Auditors in this respect.

In addition, the Group has also put in place appropriate risk management policies and processes to evaluate the operating, investment and financial risks of the Group. In evaluating a new investment proposal or business opportunity, several factors will be considered by Management and the Board before a decision is being taken. These factors, which are essentially designed to ensure that the rate of returns commensurate with the risk exposure taken, including evaluating (i) return on investment; (ii) the pay-back period; (iii) cash flow generated from the operation; (iv) potential for growth; (v) investment climate; and (vi) political stability.

# Corporate Governance

The main areas of financial risk faced by the Group are foreign currency exchange risk, interest rate risk, credit risk and liquidity risk. Further details of the financial risks and how the Group manages them are set out in note 33 to the financial statements.

The Board has obtained a written confirmation from the Group Chief Executive Officer who is also the Executive Director and Group Financial Controller:

- (a) that 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
- (b) regarding the effectiveness of the Group's risk management and internal control systems.

Based on the internal controls established and maintained by the Group, work performed by the Internal Auditors, and the statutory audit conducted by the External Auditor, and reviews performed by Management and various Board committees, the Board, with the concurrence of the Audit Committee, is of the opinion that the system of internal controls, including financial, operational, compliance and information technology controls and risk management, were adequate and effective as at 31 March 2016 to meet the needs of the Group's existing business objectives, having addressed the risks which the Group considers relevant and material to its operations. While acknowledging their responsibility for the system of internal controls, the Directors are aware that such a system is designed to manage, rather than eliminate risks, and therefore cannot provide absolute assurance in this regard, or absolute assurance against the occurrence of material errors or misstatements, poor judgment in decision-making, human errors, losses, fraud or other irregularities.

Quarterly and full year results are reviewed by the Audit Committee prior to their submission to the Board as are interested person transactions.

The Audit Committee has put in place "Whistle-Blowing" arrangements by which staff and third parties may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters. The objective is to ensure that arrangements are in place for independent investigations of such matters and for appropriate follow up action.

## SHAREHOLDER RIGHTS, COMMUNICATION WITH SHAREHOLDERS AND CONDUCT OF SHAREHOLDER MEETINGS

**Principle 14: Companies should treat all shareholders fairly and equitably, and should recognise, protect and facilitate the exercise of shareholders' rights, and continually review and update such governance arrangements.**

**Principle 15: Companies should actively engage their shareholders and put in place an investor relations policy to promote regular, effective and fair communication with shareholders.**

**Principle 16: Companies should encourage greater shareholder participation at general meetings of shareholders and allow shareholders the opportunity to communicate their views on various matters affecting the company.**

The Company does not practise selective disclosure. Price sensitive information is always released via SGX-ST's website after trading hours. Results and annual reports are announced or issued within the mandatory periods.

Shareholders are encouraged to attend the Annual General Meeting to ensure a greater level of shareholders' participation and for them to be kept up to date as to the strategies and goals of the Group. All shareholders of the Company receive a copy of the Annual Report, the Notice of Annual General Meeting and circulars and notices pertaining to any Extraordinary General Meetings of the Company. To facilitate participation by the shareholders, the Constitution of the Company allows the shareholders to attend and vote at general meetings of the Company by proxies. A shareholder who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the general meetings while a member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the general meetings through proxy forms deposited 48 hours before the meeting. Notices of general meetings are also advertised in newspapers and available on the SGX-ST's website.



Every matter requiring shareholders' approval is proposed as a separate resolution. Each item of special business included in the notice of meeting is accompanied, where appropriate, by an explanation for the proposed resolution. As authentication of shareholder identity information and other related security issues still remain a concern, the Company has decided, for the time being, not to implement voting in absentia by mail, facsimile or email. Participation of shareholders is encouraged at the Annual General Meeting through the open question and answer session. The Directors, Management and the External Auditor are available to address any queries or concerns on matters relating to the Group and its operations.

To promote greater transparency and effective participation, the Company has started to conduct the voting of all its resolutions by poll at all general meetings. The detailed voting results, including the total number of votes cast for or against each resolution tabled, are announced at the general meetings and via SGX-ST's website.

## DIVIDEND POLICY

While the Company has not formally instituted a dividend policy, it has a good track record of paying annual dividends to shareholders. In proposing any dividend payout and/or determining the form, frequency and/or the amount of such dividend payout, the Board will take into account, inter alia, the Group's financial position, retained earnings, results of operation and cash flow, the Group's expected working capital requirements, the Group's expected capital expenditure and future expansion and investment plans and other funding requirements, general economic conditions and other internal or external factors that may have an impact on the business or financial performance and position of the Group.

The Board endeavours to maintain a balance between meeting shareholders' expectations and prudent capital management with a sustainable dividend payout.

## DEALINGS IN SECURITIES

The Group has adopted an internal code which prohibits the Company, directors and employees of the Group from dealings in securities of the Company while in possession of price-sensitive information, and during the period beginning two weeks and one month before the announcement of the quarterly and annual results respectively, and ending on the date of announcement. In addition, directors and employees are expected to observe insider trading laws at all times even when dealing in securities within the permitted period.

It also discourages dealings on short term considerations. Directors and employees are required to report securities dealings to the Company Secretaries who will assist to make the necessary announcements.

## DIRECTORS' INTERESTS IN CONTRACTS ENTERED WITH THE GROUP

During FY2016, there were the following transactions with certain directors and/or with firms/companies in which they are members and/or have a substantial financial interest:

	The Group		The Company	
	2016 S\$'000	2015 S\$'000	2016 S\$'000	2015 S\$'000
Gerald Ong Chong Keng <sup>#</sup>	120	120	120	120

<sup>#</sup> Corporate advisory fees paid or payable to OEC Holdings Pte Ltd.

# Corporate Governance

## INTERESTED PERSON TRANSACTIONS

Interested person transactions carried out during the financial year which fall under Chapter 9 of the Listing Manual of the SGX-ST were as follows:

### DIRECTORS AND THEIR ASSOCIATES

- (i) Transaction with Mr Gerald Ong Chong Keng is for corporate advisory fees paid or payable to OEC Holdings Pte Ltd (please refer to above section on "Directors' Interests in Contracts entered with the Group"). The value of this Interested Person Transaction with Mr Gerald Ong was about 0.01% of the Group NTA as at 31 March 2015. The Group NTA as at 31 March 2015 was S\$1,373,967,000.
- (ii) Transaction with Mr Gerald Ong Chong Keng on the purchase of the following apartment and car park in respect of Milliners Wharf The Hat Box, Manchester, United Kingdom from Fairbriar Hatbox Ltd\*:

Name of Purchaser	Unit Details	Price (£)	Total Price (S\$ equivalent) <sup>@</sup>	25% effective interest in transaction (S\$) <sup>@*</sup>	% of the Group NTA as at 31/3/2015 <sup>+</sup>
Gerald Ong Chong Keng <sup>#</sup>	#807 Blk B	191,000	399,763	99,941	0.01
	Car Bay No : 100	7,500	15,698	3,924	
Total	-	198,500	415,461	103,865	0.01

@ Based on exchange rate of S\$2.093 as at 15 June 2015.

\* Sun Capital Assets Pte Ltd, holds a 25% equity interest in Fairbriar Real Estate Ltd which through its intermediate subsidiary, Fairbriar Real Estate Developments Ltd, owns Fairbriar Hatbox Ltd which is developing Milliners Wharf The Hat Box, Manchester, United Kingdom.

# The aggregate value of all interested person transactions with Mr Gerald Ong Chong Keng during the financial year was S\$223,865 representing 0.02 % of the Group NTA as at 31 March 2015.

- (iii) Concessionaire Agreement entered into by Metro Private Limited with Crystal Time (S) Pte Ltd from 1 April 2015 to 31 March 2016 to sell products at Metro Centrepoint:

Name	Amount	% of the Group NTA as at 31/3/2015 <sup>+</sup>
Tan Soo Khoon	S\$20,131	0.0015

<sup>+</sup> Based on the Group NTA of S\$1,373,967,000 as at 31 March 2015.



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# Directors' Statement

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of Metro Holdings Limited (the "Company") and its subsidiaries (collectively, the "Group") and balance sheet and statement of changes in equity of the Company for the financial year ended 31 March 2016.

## 1. OPINION OF THE DIRECTORS

In the opinion of the directors,

- (i) the accompanying balance sheets, consolidated income statement, consolidated statement of comprehensive income, statements of changes in equity, and consolidated statement of cash flows together with notes thereto are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2016 and of the financial performance of the business, changes in equity and cash flows of the Group and the changes in equity of the Company for the year ended on that date, and
- (ii) at the date of this statement there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

## 2. DIRECTORS

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

Winston Choo Wee Leong (Chairman)  
Phua Bah Lee  
Gerald Ong Chong Keng  
Fang Ai Lian  
Tan Soo Khoon  
Lawrence Chiang Kok Sung (Group Chief Executive Officer) (Appointed on 1 June 2016)

## 3. ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE 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 objects are, or one of whose object is, 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, except as disclosed below.

## 4. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The following director, who held office at the end of the financial year, had, according to the register of directors' shareholdings required to be kept under Section 164 of the Singapore Companies Act, Chapter 50, an interest in shares and warrants of the Company as stated below:

Name of director	Shareholdings registered in the name of the director			Shareholdings in which the director is deemed to have an interest		
	As at 1.4.2015	As at 31.3.2016	As at 21.4.2016	As at 1.4.2015	As at 31.3.2016	As at 21.4.2016
<b>Ordinary shares</b>						
Phua Bah Lee	–	–	–	72,576	72,576	72,576



# Directors' Statement

## 4. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES (CONT'D)

No other director of the Company who held office at the end of the financial year had an interest in any other shares of the Company's subsidiaries.

## 5. OPTIONS

There is presently no option scheme on unissued shares in respect of the Company.

## 6. AUDIT COMMITTEE

The Audit Committee comprises non-executive and independent directors, Mrs Fang Ai Lian (who chairs the Audit Committee), Mr Phua Bah Lee and Mr Tan Soo Khoon, and non-executive and non-independent director, Mr Gerald Ong Chong Keng.

The Committee meets at least four times a year and performs its functions in accordance with the Act.

The Committee reviews the overall scope of both internal and external audits and the assistance given by the Company's officers to the auditors. It meets with the Company's internal and external auditors to discuss the results of their respective examinations and their evaluation of the Group's system of internal accounting and financial controls. The Committee also reviews the annual financial statements of the Company and of the Group and the auditor's report thereon before submission to the Board, as well as interested person transactions. All major findings and recommendations are brought to the attention of the Board of Directors.

The Committee has also reviewed the fees paid to the external auditors and are of the opinion that their independence has not been impaired.

The Committee recommends that Ernst & Young LLP be nominated for re-appointment as auditor at the forthcoming Annual General Meeting.

## 7. AUDITOR

Ernst & Young LLP have expressed their willingness to accept re-appointment as auditor.

On behalf of the Board,

**Winston Choo Wee Leong**  
Chairman

**Lawrence Chiang Kok Sung**  
Executive Director

Singapore  
17 June 2016

# Independent Auditor's Report to the Members of Metro Holdings Limited

For the financial year ended 31 March 2016

## REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying financial statements of Metro Holdings Limited (the "Company") and its subsidiaries (collectively, the "Group") set out on pages 58 to 137, which comprise the balance sheets of the Group and the Company as at 31 March 2016, the statements of changes in equity of the Group and the Company and the consolidated income statement, consolidated statement of comprehensive income and consolidated statement of cash flows of the Group for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's responsibility 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 Singapore Companies Act, Chapter 50 (the "Act") and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

### *Auditor's responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Act and Singapore Financial Reporting Standards so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2016 and of the financial performance, changes in equity and cash flows of the Group and the changes in equity of the Company for the year ended on that date.



# Independent Auditor's Report to the Members of Metro Holdings Limited

For the financial year ended 31 March 2016

## **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.

**Ernst & Young LLP**  
Public Accountants and  
Chartered Accountants

Singapore  
17 June 2016



# Consolidated Income Statement

For the financial year ended 31 March 2016

(In Singapore dollars)

	Note	2016 \$'000	2015 \$'000
<b>Revenue</b>	4	154,595	145,826
Cost of revenue	5	(143,237)	(137,474)
<b>Gross profit</b>		11,358	8,352
Other income, including interest income	6	27,565	22,473
Changes in fair value of short term investments		(6,633)	2,577
Impairment of plant and equipment	11	–	(8,789)
Impairment of amount due from a joint venture	18	(9,472)	–
Impairment of available-for-sale investments		–	(10,286)
Fair value (loss)/gain on investment properties	12	(813)	2,576
General and administrative expenses		(42,936)	(29,873)
Finance costs	7	(557)	(1,156)
Share of associates' results, net of tax	15	75,660	131,109
Share of joint ventures' results, net of tax	17	68,160	28,555
<b>Profit from operations before taxation</b>	8	122,332	145,538
Taxation	9	(9,040)	(3,181)
<b>Profit net of taxation</b>		113,292	142,357
<b>Attributable to:</b>			
Owners of the Company		113,129	142,867
Non-controlling interests		163	(510)
		113,292	142,357
		<b>Cents</b>	<b>Cents</b>
<b>Earnings per share</b>			
Basic	10	13.7	17.3
Diluted	10	13.7	17.3

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



# Consolidated Statement of Comprehensive Income

For the financial year ended 31 March 2016

(In Singapore dollars)	2016 \$'000	2015 \$'000
<b>Profit net of taxation</b>	113,292	142,357
<b>Other comprehensive income:</b>		
<b>Items that will not be reclassified to profit or loss</b>		
Share of other comprehensive income of an associate	42	–
Reversal of fair value changes on available-for-sale financial assets upon becoming an associate	–	30,926
<b>Items that may be reclassified subsequently to profit or loss</b>		
Currency translation adjustments on foreign subsidiaries, associates and joint ventures	(36,228)	78,654
Impairment of available-for-sale financial assets taken to income statement	–	10,286
Net fair value changes on available-for-sale financial assets	8,868	(12,040)
Net fair value changes on available-for-sale financial assets reclassified to profit or loss	(2,234)	(309)
Translation and other reserve of joint ventures/associates transferred to profit or loss upon disposal	(12,329)	(9,183)
Share of other comprehensive (expense)/income of associates and joint ventures	(19,554)	597
<b>Other comprehensive (expense)/income for the financial year</b>	(61,435)	98,931
<b>Total comprehensive income for the financial year</b>	51,857	241,288
<b>Total comprehensive income attributable to:</b>		
Owners of the Company	51,362	241,021
Non-controlling interests	495	267
	51,857	241,288

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

# Balance Sheets

As at 31 March 2016

(In Singapore dollars)

	Note	Group		Company	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>ASSETS</b>					
<b>Non-current assets</b>					
Plant and equipment	11	4,872	6,083	58	105
Investment properties	12	106,653	168,948	-	-
Subsidiaries	13	-	-	17,790	17,790
Amounts due from subsidiaries	14	-	-	318,972	570,705
Associates	15	396,785	347,089	500	500
Amounts due from associates	16	70,266	64,325	-	-
Joint ventures	17	216,249	286,886	-	-
Amounts due from joint ventures	18	128,972	163,640	-	-
Investments	19	51,429	48,403	-	-
		<u>975,226</u>	<u>1,085,374</u>	<u>337,320</u>	<u>589,100</u>
<b>Current assets</b>					
Inventories	20	19,296	26,978	-	-
Prepayments		721	1,225	8	8
Amounts due from an associate	16	-	12,290	-	-
Amounts due from a joint venture	18	-	76,539	-	-
Accounts and other receivables	21	10,492	10,221	172	178
Tax recoverable		267	197	-	-
Short term investments	19	33,919	49,863	-	-
Pledged fixed and bank deposits	22	-	28,849	-	-
Cash and cash equivalents	22	493,606	349,987	18,805	17,434
		<u>558,301</u>	<u>556,149</u>	<u>18,985</u>	<u>17,620</u>
<b>Total assets</b>		<u>1,533,527</u>	<u>1,641,523</u>	<u>356,305</u>	<u>606,720</u>
<b>EQUITY AND LIABILITIES</b>					
<b>Current liabilities</b>					
Bank borrowings	23	-	23,860	-	-
Accounts and other payables	24	52,683	60,739	15,943	10,694
Amount due to an associate	16	69,050	111,110	-	-
Provision for taxation		4,813	3,692	75	242
		<u>126,546</u>	<u>199,401</u>	<u>16,018</u>	<u>10,936</u>
<b>Net current assets</b>		<u>431,755</u>	<u>356,748</u>	<u>2,967</u>	<u>6,684</u>
<b>Non-current liabilities</b>					
Bank borrowings	23	-	35,578	-	-
Amounts due to subsidiaries	24	-	-	46,065	323,790
Deferred income	24	12,010	15,407	-	-
Deferred taxation	9	15,479	13,820	9	325
		<u>27,489</u>	<u>64,805</u>	<u>46,074</u>	<u>324,115</u>
<b>Total liabilities</b>		<u>154,035</u>	<u>264,206</u>	<u>62,092</u>	<u>335,051</u>
<b>Net assets</b>		<u>1,379,492</u>	<u>1,377,317</u>	<u>294,213</u>	<u>271,669</u>



# Balance Sheets

As at 31 March 2016

(In Singapore dollars)

	Note	Group		Company	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>Equity attributable to owners of the Company</b>					
Share capital	25	169,717	169,717	169,717	169,717
Treasury shares	25	(1,768)	(1,768)	(1,768)	(1,768)
Reserves	26	1,207,698	1,206,018	126,264	103,720
		1,375,647	1,373,967	294,213	271,669
<b>Non-controlling interests</b>		3,845	3,350	-	-
<b>Total equity</b>		1,379,492	1,377,317	294,213	271,669
<b>Total equity and liabilities</b>		1,533,527	1,641,523	356,305	606,720

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



# Statements of Changes in Equity

For the financial year ended 31 March 2016

(In Singapore dollars)

Group	Share capital	Treasury shares	Capital reserve	Fair value reserve	Foreign currency translation reserve	Statutory reserve	Other reserve	Revenue reserve	Total reserve	Non-controlling interests	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At 1 April 2015	169,717	(1,768)	9,954	6,319	50,314	3,395	315	1,135,721	1,373,967	3,350	1,377,317
Profit for the year	-	-	-	-	-	-	-	113,129	113,129	163	113,292
Other comprehensive income											
Currency translation adjustments on foreign subsidiaries, associates and joint ventures	-	-	-	-	(36,162)	-	-	-	(36,162)	(66)	(36,228)
Net fair value changes on available-for-sale financial assets	-	-	-	8,336	-	-	-	-	8,336	532	8,868
Net fair value changes on available-for-sale financial assets reclassified to profit or loss	-	-	-	(2,100)	-	-	-	-	(2,100)	(134)	(2,234)
Translation and other reserve of joint ventures transferred to profit or loss upon disposal	-	-	(9,954)	-	(2,375)	-	-	-	(12,329)	-	(12,329)
Share of other comprehensive (expense)/ income of associates and joint ventures	-	-	-	-	(19,921)	-	367	42	(19,512)	-	(19,512)
Other comprehensive (expense)/ income for the financial year, net of tax	-	-	(9,954)	6,236	(58,458)	-	367	42	(61,767)	332	(61,435)
Total comprehensive (expense)/ income for the financial year	-	-	(9,954)	6,236	(58,458)	-	367	113,171	51,362	495	51,857
Contributions by and distributions to owners											
Dividends paid (Note 27)	-	-	-	-	-	-	-	(49,682)	(49,682)	-	(49,682)
Total contributions by and distributions to owners	-	-	-	-	-	-	-	(49,682)	(49,682)	-	(49,682)
Others											
Transfer to statutory reserve fund	-	-	-	-	-	6,749	-	(6,749)	-	-	-
Total others	-	-	-	-	-	6,749	-	(6,749)	-	-	-
At 31 March 2016	169,717	(1,768)	-	12,555	(8,144)	10,144	682	1,192,461	1,375,647	3,845	1,379,492

# Statements of Changes in Equity

For the financial year ended 31 March 2016

(In Singapore dollars)

Group	Share capital \$'000	Treasury shares \$'000	Capital reserve \$'000	Fair value reserve \$'000	Foreign currency translation reserve \$'000	Statutory reserve \$'000	Other reserve \$'000	Revenue reserve \$'000	Total \$'000	Non-controlling interests \$'000	Total equity \$'000
At 1 April 2014	169,717	(1,768)	9,954	(22,052)	(22,048)	3,020	2,894	1,042,911	1,182,628	3,083	1,185,711
Profit for the year	-	-	-	-	-	-	-	142,867	142,867	(510)	142,357
<u>Other comprehensive income</u>											
Reversal of fair value changes on available-for-sale financial assets which became an associate	-	-	-	30,926	-	-	-	-	30,926	-	30,926
Currency translation adjustments on foreign subsidiaries, associates and joint ventures	-	-	-	-	78,369	-	-	-	78,369	285	78,654
Impairment of available-for-sale financial assets taken to income statement	-	-	-	9,669	-	-	-	-	9,669	617	10,286
Net fair value changes on available-for-sale financial assets	-	-	-	(11,933)	-	-	-	-	(11,933)	(107)	(12,040)
Net fair value changes on available-for-sale financial assets	-	-	-	(291)	-	-	-	-	(291)	(18)	(309)
Translation and other reserve of associates transferred to profit or loss upon disposal	-	-	-	-	(6,289)	-	(2,894)	-	(9,183)	-	(9,183)
Share of other comprehensive income of associates and joint ventures	-	-	-	-	282	-	315	-	597	-	597
Other comprehensive income/(expense) for the financial year, net of tax	-	-	-	28,371	72,362	-	(2,579)	-	98,154	777	98,931
Total comprehensive income/(expense) for the financial year	-	-	-	28,371	72,362	-	(2,579)	142,867	241,021	267	241,288
Contributions by and distributions to owners											
Dividends paid (Note 27)	-	-	-	-	-	-	-	(49,682)	(49,682)	-	(49,682)
Total contributions by and distributions to owners	-	-	-	-	-	-	-	(49,682)	(49,682)	-	(49,682)
Others											
Transfer to statutory reserve fund	-	-	-	-	-	375	-	(375)	-	-	-
Total others	-	-	-	-	-	375	-	(375)	-	-	-
At 31 March 2015	169,717	(1,768)	9,954	6,319	50,314	3,395	315	1,135,721	1,373,967	3,350	1,377,317

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

# Statements of Changes in Equity

For the financial year ended 31 March 2016

(In Singapore dollars)

	<b>Share capital</b> \$'000	<b>Treasury shares</b> \$'000	<b>Revenue reserve</b> \$'000	<b>Total equity</b> \$'000
<b>Company</b>				
At 1 April 2015	169,717	(1,768)	103,720	271,669
Profit for the year, representing total comprehensive income for the financial year	–	–	72,226	72,226
<u>Contributions by and distributions to owners</u>				
Dividends paid (Note 27)	–	–	(49,682)	(49,682)
At 31 March 2016	<u>169,717</u>	<u>(1,768)</u>	<u>126,264</u>	<u>294,213</u>
At 1 April 2014	169,717	(1,768)	124,517	292,466
Profit for the year, representing total comprehensive income for the financial year	–	–	28,885	28,885
<u>Contributions by and distributions to owners</u>				
Dividends paid (Note 27)	–	–	(49,682)	(49,682)
At 31 March 2015	<u>169,717</u>	<u>(1,768)</u>	<u>103,720</u>	<u>271,669</u>

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



# Consolidated Statement of Cash Flows

For the financial year ended 31 March 2016

(In Singapore dollars)

	Note	2016 \$'000	2015 (restated) \$'000
<b>Cash flows from operating activities:</b>			
<b>Operating cash flows before changes in working capital</b>			
Operating loss before reinvestment in working capital	(a)	(18,176)	(12,999)
Decrease/(increase) in inventories		6,695	(13,032)
Decrease/(increase) in accounts and other receivables		441	(1,095)
(Decrease)/increase in accounts and other payables		(8,008)	20,470
Cash flows used in operations		(19,048)	(6,656)
Interest expense paid		(557)	(1,156)
Interest income received		8,936	3,968
Income taxes paid		(5,712)	(6,689)
Net cash flows used in operating activities		(16,381)	(10,533)
<b>Cash flows from investing activities:</b>			
Purchase of plant and equipment	11	(1,792)	(14,446)
Decrease/(increase) in investments		457	(992)
Purchase of short term investments		(2,321)	(23,520)
Proceeds from disposal of/distribution from available-for-sale investments		4,974	309
Proceeds from disposal of an investment property		60,233	–
Proceeds from disposal of plant and equipment		329	1
Proceeds from disposal of short term investments		12,079	9,618
Investment in associates		(31,532)	(12,004)
Investment in a joint venture		(2,012)	–
(Decrease)/increase in amount due to an associate		(37,276)	108,410
Decrease in amounts due from associates		2,123	42,451
Decrease/(increase) in amounts due from joint ventures		75,199	(600)
Dividends received from associates		25,703	15,456
Dividends received from joint ventures	17	136,919	20,830
Dividends received from quoted investments		4,091	6,910
Changes in pledged fixed and bank deposits		28,849	4,925
Currency realignment		(1,269)	12,564
Net cash flows generated from investing activities		274,754	169,912
<b>Cash flows from financing activities:</b>			
Repayment of bank borrowings		(60,357)	(948)
Dividends paid	27	(49,682)	(49,682)
Currency realignment		918	(4,188)
Net cash flows used in financing activities		(109,121)	(54,818)
<b>Net increase in cash and cash equivalents</b>		149,252	104,561
Effect of exchange rate changes in cash and cash equivalents		(5,633)	7,375
<b>Cash and cash equivalents at 1 April</b>	22	349,987	238,051
<b>Cash and cash equivalents at 31 March</b>	22	493,606	349,987

# Consolidated Statement of Cash Flows

For the financial year ended 31 March 2016

(In Singapore dollars)

## Notes to the consolidated statement of cash flows

### (a) Operating cash flows before changes in working capital

Reconciliation between profit before taxation and operating cash flows before changes in working capital:

	Note	2016 \$'000	2015 (restated) \$'000
Profit before taxation		122,332	145,538
Adjustments for:			
Fair value loss/(gain) on investment properties	12	813	(2,576)
Finance costs	7	557	1,156
Depreciation of plant and equipment	11	2,674	3,753
Share of associates' results, net of tax		(75,660)	(131,109)
Share of joint ventures' results, net of tax		(68,160)	(28,555)
Interest and investment income	6	(15,564)	(10,878)
Gain on disposal of plant and equipment	8	(318)	(1)
Inventories written down	8	1,080	640
(Write-back of)/allowance for doubtful debts	8	(48)	70
Plant and equipment written off	8	269	11
(Write-back of)/allowance for obsolete inventories	8	(93)	517
Changes in fair value of short term investments		6,633	(2,577)
Foreign exchange adjustments		5,204	(5,794)
Gain on disposal of an investment property	6	(4,430)	-
Gain on disposal of short term investments	6	(448)	(1,960)
Gain on disposal of/distribution from available-for-sale investments	6	(2,489)	(309)
Impairment of plant and equipment	11	-	8,789
Impairment of amount due from a joint venture	18	9,472	-
Impairment of available-for-sale investments		-	10,286
Operating cash flows before changes in working capital		<u>(18,176)</u>	<u>(12,999)</u>

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



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 1. CORPORATE INFORMATION

Metro Holdings Limited (the "Company") is a limited liability company, which is incorporated and domiciled in Singapore and is listed on the Singapore Exchange Securities Trading Limited.

The registered office and principal place of business of the Company is located at 391A Orchard Road, #19-00, Tower A, Ngee Ann City, Singapore 238873.

The principal activities of the Company are those of a management, property investment and holding company.

The principal activities of the Group are those of management and holding companies, retailers and department store operators, property investment and developers.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### 2.1 *Basis of preparation*

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

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

The financial statements are presented in Singapore Dollar (SGD or \$) and all values are rounded to the nearest thousand (\$'000) except where otherwise indicated.

### 2.2 *Changes in accounting policies*

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Group has adopted all the new and revised standards which are effective for annual financial periods beginning on or after 1 April 2015. The adoption of these standards did not have any effect on the financial performance or position of the Group and the Company.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.3 Standards issued but not yet effective

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

Description	Effective for annual periods beginning on or after
Amendments to FRS 16 and FRS 41: <i>Agriculture: Bearer Plants</i>	1 January 2016
FRS 114 <i>Regulatory Deferral Accounts</i>	1 January 2016
Amendments to FRS 27: <i>Equity Method in Separate Financial Statements</i>	1 January 2016
Amendments to FRS 16 and FRS 38: <i>Clarification of Acceptable Methods of Depreciation and Amortisation</i>	1 January 2016
Amendments to FRS 111 <i>Accounting for Acquisitions of Interest in Joint Operations</i>	1 January 2016
Improvements to FRSs (November 2014)	1 January 2016
(a) Amendments to FRS 105 <i>Non-current Assets Held for Sale and Discontinued Operations</i>	1 January 2016
(b) Amendments to FRS 107 <i>Financial Instruments: Disclosures</i>	1 January 2016
(c) Amendments to FRS 19 <i>Employee Benefits</i>	1 January 2016
(d) Amendments to FRS 34 <i>Interim Financial Disclosure</i>	1 January 2016
Amendments to FRS 1 <i>Disclosure Initiative</i>	1 January 2016
Amendments to FRS 110, FRS 112 and FRS 28 <i>Investment Entities: Applying the Consolidation Exception</i>	1 January 2016
Amendments to FRS 7: <i>Disclosure initiative</i>	1 January 2017
Amendments to FRS 12: <i>Recognition of Deferred Tax Assets for Unrealised Losses</i>	1 January 2017
FRS 115 <i>Revenue from Contracts with Customers</i>	1 January 2018
FRS 109 <i>Financial Instruments</i>	1 January 2018
Amendments to FRS 110 and FRS 28 <i>Sale of Contribution of Assets between an Investor and its Associate or Joint Venture</i>	To be determined

Except for FRS 115 and FRS 109, the directors expect that the adoption of the other standards above will have no material impact on the financial statements in the period of initial application. The nature of the impending changes in accounting policy on adoption of FRS 115 and FRS 109 are described below.

#### FRS 115 Revenue from Contracts with Customers

FRS 115 establishes a five-step model that will apply to revenue arising from contracts with customers. Under FRS 115, revenue is recognised at an amount that reflects the consideration which an entity expects to be entitled in exchange for transferring goods or services to a customer. The principles in FRS 115 provide a more structured approach to measuring and recognising revenue when the promised goods and services are transferred to the customer i.e. when performance obligations are satisfied.

Key issues for the Group include identifying performance obligations, accounting for contract modifications, applying the constraint to variable consideration, evaluating significant financing components, measuring progress toward satisfaction of a performance obligation, recognising contract cost assets and addressing disclosure requirements.

Either a full or modified retrospective application is required for annual periods beginning on or after 1 January 2017 with early adoption permitted. The Group is currently assessing the impact of FRS 115 and plans to adopt the new standard on the required effective date.



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.3 *Standards issued but not yet effective (cont'd)*

#### FRS 109 Financial Instruments

FRS 109 introduces new requirements for classification and measurement of financial assets, impairment of financial assets and hedge accounting. Financial assets are classified according to their contractual cash flow characteristics and the business model under which they are held. The impairment requirements in FRS 109 are based on an expected credit loss model and replace the FRS 39 incurred loss model. Adopting the expected credit losses requirements will require the Group to make changes to its current systems and processes.

FRS 109 is effective for annual periods beginning on or after 1 January 2018 with early application permitted. Retrospective application is required, but comparative information is not compulsory. The Group is currently assessing the impact of FRS 109 and plans to adopt the standard on the required effective date.

### 2.4 *Basis of consolidation and business combinations*

#### (a) *Basis of consolidation*

##### Basis of consolidation from 1 April 2010

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

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

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

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a net deficit balance.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- de-recognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- de-recognises the carrying amount of any non-controlling interest;
- de-recognises the cumulative translation differences recorded in equity;
- recognises the fair value of the consideration received;
- recognises the fair value of any investment retained;
- recognises any surplus or deficit in profit or loss;
- re-classifies the Group's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.4 Basis of consolidation and business combinations (cont'd)

#### (a) Basis of consolidation (cont'd)

##### Basis of consolidation prior to 1 April 2010

Certain of the above-mentioned requirements were applied on a prospective basis. The following differences, however, are carried forward in certain instances from the previous basis of consolidation:

- Acquisition of non-controlling interests, prior to 1 April 2010, were accounted for using the parent entity extension method, whereby, the difference between the consideration and the book value of the share of the net assets acquired were recognised in goodwill.
- Losses incurred by the Group were attributed to the non-controlling interest until the balance was reduced to nil. Any further losses were attributed to the Group, unless the non-controlling interest had a binding obligation to cover these. Losses prior to 1 April 2010 were not reallocated between non-controlling interest and the owners of the Company.
- Upon loss of control, the Group accounted for the investment retained at its proportionate share of net asset value at the date control was lost. The carrying value of such investments as at 1 April 2010 have not been restated.

#### (b) Business combinations and goodwill

##### Business combinations from 1 April 2010

Business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in the profit or loss.

The Group elects for each individual business combination, whether non-controlling interest in the acquiree (if any), that are present ownership interests and entitle their holders to a proportionate share of net assets in the event of liquidation, is recognised on the acquisition date at fair value, or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Other components of non-controlling interests are measured at their acquisition date fair value, unless another measurement basis is required by another FRS.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in the profit or loss on the acquisition date.

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.4 *Basis of consolidation and business combinations (cont'd)*

#### (b) *Business combinations and goodwill (cont'd)*

##### Business combinations from 1 April 2010 (cont'd)

For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to the Group's cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

The cash-generating units to which goodwill have been allocated is tested for impairment annually and whenever there is an indication that the cash-generating unit may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates.

##### Business combinations prior to 1 April 2010

In comparison to the above mentioned requirements, the following differences applied:

Business combinations are accounted for by applying the purchase method. Transaction costs directly attributable to the acquisition formed part of the acquisition costs. The non-controlling interest (formerly known as minority interest) was measured at the proportionate share of the acquiree's identifiable net assets.

Business combinations achieved in stages were accounted for as separate steps. Adjustments to those fair values relating to previously held interests are treated as a revaluation and recognised in equity. Any additional acquired share of interest did not affect the previously recognised goodwill.

When the Group acquired a business, embedded derivatives separated from the host contract by the acquiree were not reassessed on acquisition unless the business combination resulted in a change in the terms of the contract that significantly modified the cash flows that would otherwise be required under the contract.

Contingent consideration was recognised if, and only if, the Group had a present obligation, the economic outflow was more likely than not and a reliable estimate was determinable. Subsequent adjustments to the contingent consideration were recognised as part of goodwill.

### 2.5 *Transactions with non-controlling interests*

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

Changes in the Company owners' ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.6 Foreign currency

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

#### (a) Transactions and balances

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

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

#### (b) Consolidated financial statements

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

In the case of a partial disposal without loss of control of a subsidiary that includes a foreign operation, the proportionate share of the cumulative amount of the exchange differences are re-attributed to non-controlling interest and are not recognised in the profit or loss. For partial disposals of associates or joint ventures that are foreign operations, the proportionate share of the accumulated exchange differences is reclassified to the profit or loss.

### 2.7 Plant and equipment

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

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

Motor vehicles	–	5 years
Plant, equipment, furniture and fittings	–	3 to 10 years

The carrying values of plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

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

An item of plant and equipment is de-recognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on de-recognition of the asset is included in the profit or loss in the year the asset is de-recognised.



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.8 *Investment properties*

Investment properties are properties that are either owned by the Group or leased under a finance lease that are held to earn rentals or for capital appreciation, or both, rather than for use in the production or supply of goods or services, or for administrative purposes, or in the ordinary course of business. Investment properties comprise completed investment properties and properties that are being constructed or developed for future use as investment properties. Properties held under operating leases are classified as investment properties when the definition of an investment property is met.

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

Subsequent to initial recognition, investment properties are measured at fair value. Gains or losses arising from changes in the fair values of investment properties are included in the profit or loss in the year in which they arise.

Investment properties are de-recognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognised in the profit or loss in the year of retirement or disposal.

### 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 indication exists, or when an annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

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

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

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

### 2.10 *Subsidiaries*

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

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.11 Joint arrangements

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

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

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

#### *Joint ventures*

The Group recognises its interest in a joint venture as an investment and accounts for the investment using the equity method. The accounting policy for investment in joint venture is set out in Note 2.12.

### 2.12 Joint ventures and associates

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

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

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

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

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



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.12 Joint ventures and associates (cont'd)

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

For financial statements of the associate or joint venture which are prepared as of the same reporting date of the Company, the most recent available audited financial statements of the associates are used by the Group in applying the equity method. Where the date of the audited financial statements used is not co-terminus with that of the Group, the share of results is arrived at from the last audited financial statements available and unaudited management financial statements to the end of the financial year.

When the financial statements of an associate or joint venture used in applying the equity method are prepared as of a different reporting date from that of the Company, adjustments are made for the effects of significant transactions or events that occur between that date and the reporting date of the Company. In any case, the difference between the end of the reporting period of the associate and that of the investor shall be no more than three months. The length of the reporting periods and any difference between the ends of the reporting periods shall be the same from period to period.

### 2.13 Financial instruments

#### (a) Financial assets

##### *Initial recognition and measurement*

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

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

##### *Subsequent measurement*

The subsequent measurement of financial assets depends on their classification as follows:

#### (i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. This category includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by FRS 39. Derivatives, including separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Subsequent to initial recognition, financial assets at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value of the financial assets are recognised in the profit or loss. Net gains or net losses on financial assets at fair value through profit or loss include exchange differences, interest and dividend income.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.13 Financial instruments (cont'd)

#### (a) Financial assets (cont'd)

##### *Subsequent measurement (cont'd)*

#### (i) Financial assets at fair value through profit or loss (cont'd)

Derivatives embedded in host contracts are accounted for as separate derivatives and recorded at fair value if their economic characteristics and risks are not closely related to those of the host contracts and the host contracts are not measured at fair value with changes in fair value recognised in profit or loss. These embedded derivatives are measured at fair value with changes in fair value recognised in the profit or loss. Reassessment only occurs if there is a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required.

#### (ii) Loans and receivables

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in the profit or loss when the loans and receivables are de-recognised or impaired, and through the amortisation process.

#### (iii) Held-to-maturity investments

Non-derivative financial assets with fixed or determinable payments and fixed maturity are classified as held-to-maturity when the Group has the positive intention and ability to hold the investment to maturity. Subsequent to initial recognition, held-to-maturity investments are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the held-to-maturity investments are de-recognised or impaired, and through the amortisation process.

The Group has not designated any financial assets upon initial recognition as held-to-maturity investments.

#### (iv) Available-for-sale financial assets

Available-for-sale financial assets include equity and debt securities. Equity investments classified as available-for-sale are those which are neither classified as held for trading nor designated at fair value through profit or loss. Debt securities in this category are those which are intended to be held for an indefinite period of time and which may be sold in response to needs for liquidity or in response to changes in the market conditions.

After initial recognition, available-for-sale financial assets are subsequently measured at fair value. Any gains or losses from changes in fair value of the financial asset are recognised in other comprehensive income, except that impairment losses, foreign exchange gains and losses on monetary instruments and interest calculated using the effective interest method are recognised in the profit or loss. The cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to the profit or loss as a reclassification adjustment when the financial asset is de-recognised.

Investments in equity instruments whose fair value cannot be reliably measured are measured at cost less impairment loss.



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.13 Financial instruments (cont'd)

(a) *Financial assets (cont'd)*

*De-recognition*

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

(b) *Financial liabilities*

*Initial recognition and measurement*

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

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

*Subsequent measurement*

The measurement of financial liabilities depends on their classification as follows:

(i) Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading. Financial liabilities are classified as held for trading if they are acquired for the purpose of selling in the near term. This category includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Subsequent to initial recognition, financial liabilities at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value of the financial liabilities are recognised in the profit or loss.

The Group has not designated any financial liabilities upon initial recognition at fair value through profit or loss.

(ii) Financial liabilities at amortised cost

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

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.13 Financial instruments (cont'd)

#### (b) Financial liabilities (cont'd)

##### *De-recognition*

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the profit or loss.

### 2.14 Impairment of financial assets

The Group assesses at each reporting period whether there is any objective evidence that a financial asset is impaired.

#### (a) Financial assets carried at amortised cost

For financial assets carried at amortised cost, the Group first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Group determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be recognised are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The impairment loss is recognised in the profit or loss.

When the asset becomes uncollectible, the carrying amount of impaired financial asset is reduced directly or if an amount was charged to the allowance account, the amounts charged to the allowance account are written off against the carrying value of the financial asset.

To determine whether there is objective evidence that an impairment loss on financial assets has incurred, the Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying amount of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in the profit or loss.



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.14 Impairment of financial assets (cont'd)

#### (b) *Financial assets carried at cost*

If there is objective evidence (such as significant adverse changes in the business environment where the issuer operates, probability of insolvency or significant financial difficulties of the issuer) that an impairment loss on financial assets carried at cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment losses are not reversed in subsequent periods.

#### (c) *Available-for-sale financial assets*

In the case of equity investments classified as available-for-sale, objective evidence of impairment include (i) significant financial difficulty of the issuer or obligor, (ii) information about significant changes with an adverse effect that have taken place in the technological, market, economic or legal environment in which the issuer operates, and indicates that the cost of the investment in equity instrument may not be recovered; and (iii) a significant or prolonged decline in the fair value of the investment below its costs. 'Significant' is to be evaluated against the original cost of the investment and 'prolonged' against the period in which the fair value has been below its original cost.

If an available-for-sale financial asset is impaired, an amount comprising the difference between its acquisition cost (net of any principal repayment and amortisation) and its current fair value, less any impairment loss previously recognised in the profit or loss, is transferred from other comprehensive income and recognised in the profit or loss. Reversals of impairment losses in respect of equity instruments are not recognised in the profit or loss; increase in their fair value after impairment are recognised directly in other comprehensive income.

In the case of debt instruments classified as available-for-sale, impairment is assessed based on the same criteria as financial assets carried at amortised cost. However, the amount recorded for impairment is the cumulative loss measured as the difference between the amortised cost and the current fair value, less any impairment loss on that investment previously recognised in the profit or loss. Future interest income continues to be accrued based on the reduced carrying amount of the asset using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. The interest income is recorded as part of finance income. If, in a subsequent year, the fair value of a debt instrument increases and the increases can be objectively related to an event occurring after the impairment loss was recognised in the profit or loss, the impairment loss is reversed in the profit or loss.

### 2.15 Cash and cash equivalents

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

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.16 Inventories

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

For retail inventories, cost comprises the weighted average cost (which includes the related charges incurred in importing such merchandise) of merchandise derived at using the Retail Inventory Method or is ascertained on a first-in-first-out basis.

For all other inventories, cost comprises the invoiced value of goods on a specific identification basis, the first-in-first-out basis or the weighted average basis as appropriate plus related charges incurred in importing such goods.

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

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

### 2.17 Provisions

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

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

### 2.18 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an income item, it is recognised to the profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate. Grants related to income may be presented as a credit in profit or loss, either separately or under a general heading such as "Other income".

### 2.19 Financial guarantees

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the terms of a debt instrument.

Financial guarantees are recognised initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequent to initial recognition, financial guarantees are recognised as income in the profit or loss over the period of the guarantee. If it is probable that the liability will be higher than the amount initially recognised less amortisation, the liability is recorded at the higher amount with the difference charged to the profit or loss.



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.20 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 a qualifying asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are ready for their intended use or sale. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

### 2.21 Employee benefits

#### (a) *Defined contribution plans*

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. In particular, the Singapore companies in the Group make contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme.

Subsidiaries incorporated and operating in The People's Republic of China ("PRC") are required to provide certain staff pension benefits to its employees under existing PRC legislations. Pension contributions are made at rates stipulated by PRC legislations to a pension fund managed by government agencies, who are responsible for administering these amounts for the subsidiaries' employees.

Contributions to national pension schemes are recognised as an expense in the period in which the related service is performed.

#### (b) *Employee leave entitlements*

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

#### (c) *Long-service benefits*

Employee entitlement to long-service gratuities are recognised as a liability when they are accrued to the employees upon the fulfilment of service conditions. The estimated liability for gratuities is recognised for services rendered by the employees up to the end of the reporting period.

#### (d) *Profit-sharing bonuses*

Certain key executives are entitled to profit-sharing bonuses on certain profits on a realised basis. The amounts payable are recognised in the profit or loss in the period which these profits are realised.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.22 Leases

#### (a) *As lessee*

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

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

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

#### (b) *As lessor*

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of the asset 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 of rental income is set out in Note 2.23(b). Contingent rents are recognised as revenue in the period in which they are earned.

### 2.23 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured, regardless of when the payment is made. Revenue is measured at the fair value of consideration received or receivable.

#### (a) *Sale of goods*

Revenue from the sale of goods is recognised upon the transfer of significant risk and rewards of ownership of the goods to customers, usually on delivery of goods. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods.

#### (b) *Rental income*

Rental income arising from operating leases on investment properties is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.23 Revenue (cont'd)

(c) *Fee and service income*

Fee and service income are recognised as revenue on an accrual basis upon services rendered on a straight-line basis over the service period.

(d) *Dividend income*

Dividend income is recognised when the Group's right to receive payment has been established.

(e) *Interest income*

Interest income is recognised using the effective interest method.

### 2.24 Taxes

(a) *Current income tax*

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

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

(b) *Deferred tax*

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

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

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

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.24 Taxes (cont'd)

#### (b) *Deferred tax (cont'd)*

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- Where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

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

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

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

#### (c) *Sales tax*

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

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



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

### 2.25 Segment reporting

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management of the Company who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 31, including the factors used to identify the reportable segments and the measurement basis of segment information.

### 2.26 Share capital and share issue expenses

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

### 2.27 Treasury shares

The Group's own equity instruments, which are reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in the profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount of treasury shares and the consideration received is recognised directly in equity. Voting rights related to treasury shares are nullified for the Group and no dividends are allocated to them respectively.

### 2.28 Contingencies

A contingent liability is:

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

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

Contingent liabilities and assets are not recognised on the balance sheet of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

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

### 3.1 Judgements made in applying accounting policies

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the consolidated financial statements:

#### (a) *Impairment of available-for-sale equity investments*

The Group records impairment charges on available-for-sale equity investments when there has been a significant or prolonged decline in the fair value below their cost. The determination of what is "significant" or "prolonged" requires judgement. In making this judgement, the Group evaluates, among other factors, historical share price movements and the duration and extent to which the fair value of an investment is less than its cost. In the previous financial year, an impairment loss was recognised for available-for-sale financial assets of \$10,286,000. The carrying amount of available-for-sale equity investments as at 31 March 2016 was \$51,429,000 (2015: \$48,403,000).

#### (b) *Income taxes*

The Group has exposure to income taxes in numerous jurisdictions. Significant judgement is involved in determining the Group-wide provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made. As at 31 March 2016, the carrying amount of the Group's current and deferred tax provisions amounted to \$4,813,000 and \$15,479,000 (2015: \$3,692,000 and \$13,820,000) respectively and the carrying amount of the Group's tax recoverable was \$267,000 (2015: \$197,000).

### 3.2 Key sources of estimation uncertainty

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



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D)

### 3.2 Key sources of estimation uncertainty (cont'd)

#### (a) Fair value of financial instruments

Where the fair values of financial instruments recorded on the balance sheet cannot be derived from active markets, they are determined using a variety of valuation techniques that include the use of valuation models. The inputs to these models are derived from observable market data where possible, but where observable market data are not available, judgement is required to establish fair values. The judgements include considerations of liquidity and model inputs regarding the future financial performance of the investee, its risk profile, and economic assumptions regarding the industry and geographical jurisdiction in which the investee operates. The valuation of financial instruments is described in more detail in Note 33.

#### (b) Impairment of loans and receivables

The Group assesses at the end of each reporting period whether there is any objective evidence that a financial asset is impaired. To determine whether there is objective evidence of impairment, the Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

Where there is objective evidence of impairment, the amount and timing of future cash flows are estimated based on historical loss experience for assets with similar credit risk characteristics. The carrying amount of the Group's loans and receivables at the end of the reporting period is disclosed in Note 21 to the financial statements.

#### (c) Revaluation of investment property

The Group carries its investment properties at fair value, with changes in fair values being recognised in profit or loss.

The fair values of investment properties are determined by independent real estate valuation experts using recognised valuation techniques. These techniques comprise the Direct Capitalisation Method, the Direct Comparison Method and the Discounted Cash Flow Method.

The determination of the fair values of the investment properties require the use of estimates such as future cash flows from assets (such as lettings, tenants' profiles, future revenue streams, capital values of fixtures and fittings, plant and machinery, any environmental matters and the overall repair and condition of the property) and discount rates applicable to those assets. These estimates are based on local market conditions existing at the end of each reporting date.

The carrying amount and key assumptions used to determine the fair value of the investment properties are further explained in Note 33.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 4. REVENUE

Revenue generated by the Group's operations is as follows:

	<b>Note</b>	<b>Group</b>	
		<b>2016</b>	<b>2015</b>
		<b>\$'000</b>	<b>\$'000</b>
Retail - Sale of goods		146,095	135,662
Property - Rental income and related service income	12	8,500	10,164
		<u>154,595</u>	<u>145,826</u>

Revenue of the Group comprises sales of goods and services and net commission from concessionaires.

Revenue of the Group reported on a gross transaction basis, which includes the value of the overall activity based on the gross value of sales achieved by concessionaires, is presented as follows:

Retail	241,482	228,183
Property	8,500	10,164
	<u>249,982</u>	<u>238,347</u>

## 5. COST OF REVENUE

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	<b>\$'000</b>	<b>\$'000</b>
Retail	141,519	135,031
Property	1,718	2,443
	<u>143,237</u>	<u>137,474</u>



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 6. OTHER INCOME, INCLUDING INTEREST INCOME

	Group	
	2016	2015
	\$'000	\$'000
Interest income from:		
- Loans and receivables	11,473	3,968
Dividends, gross from:		
- Available-for-sale financial assets	874	4,870
- Held-for-trading financial assets	3,217	2,040
	4,091	6,910
Net gain on financial instruments:		
- Available-for-sale financial assets	2,489	309
- Held-for-trading financial assets	448	1,960
	2,937	2,269
Management fee income from associates	938	1,009
Foreign exchange gain	6	4,066
Other rental income	1,463	2,590
Gain on disposal of an investment property	4,430	-
Sundry income	2,227	1,661
	<u>27,565</u>	<u>22,473</u>

## 7. FINANCE COSTS

	Group	
	2016	2015
	\$'000	\$'000
Interest expense on:		
- Bank loans	557	1,156

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 8. PROFIT FROM OPERATIONS BEFORE TAXATION

Profit from operations before taxation is stated after charging/(crediting):

		<b>Group</b>	
		<b>2016</b>	<b>2015</b>
		\$'000	\$'000
Staff costs, including Directors' emoluments, are as follows:			
Salaries, bonuses and other related costs		37,150	31,289
Contributions to CPF and other defined contribution schemes		2,875	2,928
Provision for long-service benefits		601	256
		<u>40,626</u>	<u>34,473</u>
Directors' emoluments included in staff costs are as follows:			
Directors of the Company			
- Other emoluments		12,264	8,081
- Fees payable		687	607
- Professional fees paid and payable to a company in which a Director has an interest		120	120
		<u>13,071</u>	<u>8,808</u>
Rental expense	28	29,035	31,612
Foreign exchange loss/(gain):			
Included in other income		(6)	(4,066)
Included in general and administrative expenses		8,311	-
Foreign exchange loss/(gain), net		8,305	(4,066)
Depreciation of plant and equipment	11	2,674	3,753
Inventories written down	20	1,080	640
(Write-back of)/allowance for obsolete inventories	20	(93)	517
Audit fees:			
- Auditors of the Company		477	483
- Other auditors		204	226
Non-audit fees:			
- Auditors of the Company		137	157
- Other auditors		171	118
(Write-back of)/allowance for doubtful debts	21	(48)	70
Plant and equipment written off		269	11
Gain on disposal of plant and equipment		<u>(318)</u>	<u>(1)</u>

Rental expense includes total contingent rents recognised as an expense for the financial year ended 31 March 2016 amounting to \$4,032,000 (2015: \$1,195,000).



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 8. PROFIT FROM OPERATIONS BEFORE TAXATION (CONT'D)

Presentation of expenses recognised in Consolidated Income Statement based on function is as follows:

	Note	Group 2016 \$'000	Group 2015 \$'000
<b>Revenue</b>	4	154,595	145,826
Cost of revenue	5	(143,237)	(137,474)
<b>Gross profit</b>		11,358	8,352
Other income, net		20,119	27,626
General and administrative expenses		(52,408)	(48,948)
Finance costs	7	(557)	(1,156)
Share of associates' results, net of tax	15	75,660	131,109
Share of joint ventures' results, net of tax	17	68,160	28,555
<b>Profit before income tax</b>		122,332	145,538
Taxation	9	(9,040)	(3,181)
<b>Profit for the year</b>		113,292	142,357

## 9. TAXATION

### (a) Major components of income tax expense

The major components of income tax expense for the financial years ended 31 March 2016 and 2015 are:

*Consolidated income statement*

	Group 2016 \$'000	Group 2015 \$'000
Current taxation		
- Current income taxation	6,497	3,176
- Under provision in respect of prior financial years	90	536
	6,587	3,712
Deferred taxation		
- Origination and reversal of temporary differences	3,016	(11)
- Over provision in respect of prior financial years	(569)	(563)
	2,447	(574)
Withholding tax	6	43
Income tax expense recognised in the consolidated income statement	9,040	3,181

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 9. TAXATION (CONT'D)

### (b) *Relationship between tax expense and accounting profit*

The reconciliation of taxation determined on the results of the Group by applying the Singapore statutory income tax rate for the financial years ended 31 March are as follows:

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	\$'000	\$'000
Profit before taxation	122,332	145,538
Less: Share of results of equity-accounted associates*	(75,660)	(131,109)
Less: Share of results of equity-accounted joint ventures*	(68,160)	(28,555)
	<u>(21,488)</u>	<u>(14,126)</u>
Taxation calculated at Singapore statutory income tax rate of 17% (2015: 17%)	(3,653)	(2,401)
Expenses not deductible for tax purposes	7,112	5,360
Difference arising from tax rates applicable to foreign entities	4,251	172
Income not subject to tax	(2,258)	(1,751)
Unremitted foreign sourced income	4,329	1,778
Deferred tax not recognised	(26)	11
Over provision in respect of prior financial years	(479)	(27)
Withholding tax	6	43
Others	(242)	(4)
Taxation expense recognised in the consolidated income statement	<u>9,040</u>	<u>3,181</u>

\* These are presented net of tax in profit or loss.

Taxation for other jurisdictions are calculated at the rates prevailing in the respective jurisdictions. During the current financial year, the income tax rate applicable to foreign subsidiaries are as follows:

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
Mauritius	15%	15%
Hong Kong	16.5%	16.5%
China	25%	25%
Malaysia	24%	25%
Japan	33.06%	35.64%



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 9. TAXATION (CONT'D)

### (c) *Deferred taxation*

	Group		Company	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Balance at beginning of financial year	13,820	13,281	325	328
Exchange adjustments	(788)	1,113	–	–
Charged/(credited) to income statement	2,447	(574)	(316)	(3)
Balance at end of financial year	<u>15,479</u>	<u>13,820</u>	<u>9</u>	<u>325</u>

Deferred taxation as at 31 March relates to the following:

	Consolidated balance sheet		Consolidated income statement		Company balance sheet	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<i>Deferred tax liabilities</i>						
Differences in depreciation	13,215	13,313	643	612	–	–
Fair value changes	1,016	1,995	(979)	(231)	–	–
Undistributed profits of subsidiaries, associates and joint ventures	7,380	4,513	3,084	682	–	–
Unremitted foreign sourced interest income	98	336	(238)	8	9	325
	<u>21,709</u>	<u>20,157</u>			<u>9</u>	<u>325</u>
<i>Deferred tax assets</i>						
Differences in depreciation	(1,365)	(1,292)	–	(1,292)	–	–
Fair value loss on investment properties	(3,818)	(3,834)	(238)	73	–	–
Deferred income and other deferred tax assets	(1,047)	(1,211)	175	(426)	–	–
	<u>15,479</u>	<u>13,820</u>			<u>9</u>	<u>325</u>
<i>Deferred income tax expense</i>			<u>2,447</u>	<u>(574)</u>		

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 9. TAXATION (CONT'D)

### (c) *Deferred taxation (cont'd)*

#### *Unrecognised tax losses*

A loss-transfer system of Group relief ("Group relief system") for companies was introduced in Singapore with effect from Year of Assessment 2003. Under the Group relief system, a company belonging to a group may transfer its current year unabsorbed capital allowances, current year unutilised trade losses and current year unabsorbed donations (loss items) to another company belonging to the same group, to be deducted against the assessable income.

There are estimated tax losses and unabsorbed capital allowances amounting to \$19,464,000 and \$27,000 (2015: \$19,906,000 and \$27,000) respectively, available for offset against future taxable profits of certain subsidiaries of which \$19,335,000 (2015: \$19,485,000) has not been recognised as deferred tax asset due to the uncertainty of its recoverability. The use of these tax losses is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation of the respective countries in which the companies operate.

#### *Tax consequences of proposed dividends*

There are no further Singapore income tax consequences (2015: Nil) attached to the dividends to the shareholders proposed by the Company but not recognised as a liability in the financial statements.

## 10. EARNINGS PER SHARE

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

Diluted earnings per share amounts are calculated by dividing the profit for the year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year plus the weighted average number of ordinary shares that would be issued on the conversion of all the dilutive potential ordinary shares into ordinary shares.

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	\$'000	\$'000
Profit for the financial year attributable to owners of the Company, used in the computation of basic and diluted earnings per share	113,129	142,867
	<b>No. of shares</b>	<b>No. of shares</b>
	\$'000	\$'000
Weighted average number of ordinary shares for basic and diluted earnings per share computation	828,036	828,036

As at 31 March 2016, there are no dilutive potential ordinary shares (2015: Nil).



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 11. PLANT AND EQUIPMENT

	Plant, equipment, furniture and fittings \$'000	Motor vehicles \$'000	Total \$'000
<b>Group</b>			
<b>Cost</b>			
At 1 April 2014	26,266	954	27,220
Additions	14,446	–	14,446
Disposals	(16)	–	(16)
Write-offs	(298)	–	(298)
At 31 March 2015 and 1 April 2015	40,398	954	41,352
Additions	1,792	–	1,792
Disposals	(39)	(858)	(897)
Write-offs	(9,018)	–	(9,018)
At 31 March 2016	33,133	96	33,229
<b>Accumulated depreciation</b>			
At 1 April 2014	22,307	723	23,030
Impairment for 2015	8,789	–	8,789
Charge for 2015	3,588	165	3,753
Disposals	(16)	–	(16)
Write-offs	(287)	–	(287)
At 31 March 2015 and 1 April 2015	34,381	888	35,269
Charge for 2016	2,618	56	2,674
Disposals	(38)	(848)	(886)
Write-offs	(8,700)	–	(8,700)
At 31 March 2016	28,261	96	28,357
<b>Net book value</b>			
At 31 March 2015	6,017	66	6,083
At 31 March 2016	4,872	–	4,872

### Impairment of assets

In the previous financial year, a subsidiary of the Group within the retail segment, Metro (Private) Limited carried out a review of the recoverable amount of its plant and equipment due to lower than expected sales of the Metro Centrepoint outlet. Based on the review, Metro Centrepoint outlet's store fittings were impaired to its recoverable value and an impairment loss of \$8,789,000 was recognised in the profit and loss under "General and administrative expenses" for the financial year ended 31 March 2015.

The retail division continues to face challenges in a highly competitive and discount orientated trading environment, amidst high operating costs this financial year. Management has reviewed the recoverable amount of Metro Centrepoint store's plant and equipment and determined that no additional impairment is required for this financial year. The recoverable amount of the Metro Centrepoint outlet's store fittings was based on its value in use and the weighted average cost of capital used was 12.5% (2015: 10.0%) per annum.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 11. PLANT AND EQUIPMENT (CONT'D)

	Plant, equipment, furniture and fittings \$'000	Motor vehicles \$'000	Total \$'000
<b>Company</b>			
<b>Cost</b>			
At 1 April 2014	1,776	500	2,276
Additions	65	–	65
At 31 March 2015 and 1 April 2015	1,841	500	2,341
Additions	16	–	16
Disposals	–	(500)	(500)
Write-offs	(21)	–	(21)
At 31 March 2016	1,836	–	1,836
<b>Accumulated depreciation</b>			
At 1 April 2014	1,755	358	2,113
Charge for 2015	23	100	123
At 31 March 2015 and 1 April 2015	1,778	458	2,236
Charge for 2016	21	33	54
Disposals	–	(491)	(491)
Write-offs	(21)	–	(21)
At 31 March 2016	1,778	–	1,778
<b>Net book value</b>			
At 31 March 2015	63	42	105
At 31 March 2016	58	–	58

## 12. INVESTMENT PROPERTIES

	Note	Group 2016 \$'000	2015 \$'000
<b>Balance Sheet:</b>			
Balance at 1 April		168,948	160,797
Disposal		(55,803)	–
Adjustments to fair value		(813)	2,576
Exchange adjustments		(5,679)	5,575
Balance at 31 March		106,653	168,948
<b>Consolidated Income Statement:</b>			
Rental and related service income from investment properties	4	8,500	10,164
Direct operating expenses (including repairs, maintenance and refurbishment) arising from rental generating properties		(1,739)	(2,183)



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 12. INVESTMENT PROPERTIES (CONT'D)

The Group's investment properties as at 31 March are as follows:

Name of building	Description	Tenure of land	Name of valuer	Valuation method	Fair value	
					2016	2015
					\$'000	\$'000
GIE Tower, Guangzhou	Part of a 7-storey shopping podium & 35-storey office tower along Huan Shi Dong Road, Guangzhou, People's Republic of China	50 years' lease from 18 October 1994 (28 years remaining)	DTZ Debenham Tie Leung Limited	Direct capitalisation and direct comparison method	100,174	108,000
Lakeville Regency, Shanghai	Flat No. 2702, No. 5 The Lakeville Regency, Lane 168, Shun Chang Road, Luwan District, Shanghai, People's Republic of China	64 years' lease from 20 April 2007 (55 years remaining)	DTZ Debenham Tie Leung Limited	Direct capitalisation and direct comparison method	6,479	6,150
Frontier Koishikawa Building	A 9-storey office building, located in the Bunkyo District, Tokyo, Japan	Freehold	Daiwa Real Estate Appraisal Co. Ltd	Direct capitalisation and discounted cash flow method	–	54,798
					106,653	168,948

During the year, the Group disposed of the Frontier Koishikawa Building for a consideration of \$60.2 million (net of expenses) which resulted in a gain of \$4.4 million. The building used to be pledged to secure a bank loan. The bank loan was repaid during the year and the security was removed.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 12. INVESTMENT PROPERTIES (CONT'D)

### *Valuation of investment properties*

Investment properties are stated at fair value, which have been determined based on valuations at the end of the reporting period. Valuations are performed by accredited independent valuers with recent experience in the location and category of the properties being valued.

Details of valuation techniques and inputs used are disclosed in Note 33.

### *Property pledged as security*

During the financial year, the loan secured on the Frontier Koishikawa Building was repaid. Following which, the Group has no restrictions on the realisability of its remaining investment properties.

## 13. SUBSIDIARIES

	Company	
	2016	2015
	\$'000	\$'000
Unquoted equity shares, at cost	21,828	21,828
Impairment losses	(4,038)	(4,038)
Carrying amount of investments	<u>17,790</u>	<u>17,790</u>

Details of subsidiaries are shown in Note 35.

## 14. AMOUNTS DUE FROM SUBSIDIARIES

	Company	
	2016	2015
	\$'000	\$'000
Amounts due from subsidiaries	328,192	584,571
Impairment losses	(9,220)	(13,866)
	<u>318,972</u>	<u>570,705</u>

Movement in impairment loss is as follows:

Balance at beginning of financial year	13,866	27,797
Write-back for the year	(4,646)	(13,931)
Balance at end of financial year	<u>9,220</u>	<u>13,866</u>

Amounts due from subsidiaries are unsecured, have no fixed terms of repayment and are interest free, except for \$3,998,000 (2015: \$142,603,000) which bear interest ranging from 2.77% to 3.11% (2015: 1.15% to 3.80%) per annum. These amounts due from subsidiaries are considered quasi-equity in nature.

In the current financial year, a reversal of impairment loss of \$4,646,000 (2015: \$13,931,000) was recognised in the Company's income statement subsequent to a debt recovery assessment performed on amounts due from subsidiaries as at 31 March 2016.



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 15. ASSOCIATES

	Group		Company	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Quoted equity shares, at cost	117,700	117,700	-	-
Share of post-acquisition reserves	75,464	70,859	-	-
Share of changes recognised directly in associate's equity	(13,904)	733	-	-
Foreign currency translation reserve	10,700	13,719	-	-
	<u>189,960</u>	<u>203,011</u>	-	-
Unquoted equity shares, at cost	107,984	76,452	500	500
Share of post-acquisition reserves	113,045	67,443	-	-
Share of changes recognised directly in associate's equity	(7,532)	(2,663)	-	-
Foreign currency translation reserve	(6,672)	2,846	-	-
	<u>206,825</u>	<u>144,078</u>	<u>500</u>	<u>500</u>
	<u>396,785</u>	<u>347,089</u>	<u>500</u>	<u>500</u>
Market value of quoted shares	131,539	93,382	-	-

Details of the associates are shown in Note 35.

The Group's share of associates' results, adjusted for the proportion of ownership interest by the Group, is as follows:

	Group	
	2016 \$'000	2015 \$'000
Operating results	115,941	56,250
Negative goodwill	917	62,778
Fair value adjustments on investment properties	31,145	16,057
Gain on disposal of associated companies	-	26,956
Taxation	(74,979)	(31,734)
Others	2,636	802
	<u>75,660</u>	<u>131,109</u>

Aggregate information about the Group's investment in associates that are not individually material are as follows:

Profit after tax	21,439	38,428
Other comprehensive income	(4,911)	(8,320)
Total comprehensive income	<u>16,528</u>	<u>30,108</u>

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 15. ASSOCIATES (CONT'D)

The summarised financial information in respect of material investments in associates, based on their FRS financial statements (not adjusted for the percentage of ownership held by the Group), and reconciliation with the carrying amount of the investments in the consolidated statements are as follows:

	Top Spring International Holdings Limited		Nanchang Top Spring Real Estate Co., Ltd	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>Summarised balance sheet</b>				
Current assets	4,461,351	5,617,821	701,850	1,242,941
Non-current assets	1,446,895	1,970,433	182,071	193,565
Total assets	5,908,246	7,588,254	883,921	1,436,506
Current liabilities	(3,738,950)	(4,935,222)	(340,313)	(1,035,625)
Non-current liabilities	(898,596)	(1,421,536)	(116,169)	(105,574)
Total liabilities	(4,637,546)	(6,356,758)	(456,482)	(1,141,199)
Net assets	1,270,700	1,231,496	427,439	295,307
Non-controlling interests	(187,402)	(148,869)	–	–
Net assets excluding non-controlling interests	1,083,298	1,082,627	427,439	295,307
Net assets excluding non-controlling interests	1,083,298	1,082,627	427,439	295,307
Proportion of the Group's ownership	16.1%	16.2%	30.0%	30.0%
Group's share of net assets	174,195	175,494	128,232	88,592
Other adjustments <sup>(1)</sup>	15,765	27,517	–	–
Carrying amount of the investment	189,960	203,011	128,232	88,592

<sup>(1)</sup> Other adjustments comprise of fair value adjustments to the assets of the associate at date of acquisition by the Group, and the effects of significant transactions or events that occur between that associate's financial statements' date and the reporting date of the Group.

### Summarised statement of comprehensive income

Revenue	1,830,426	1,058,238	730,345	147,071
Profit after tax from continuing operations	183,353	223,382	156,069	61,899
Other comprehensive income	(103,976)	4,522	–	–
Total comprehensive income	79,377	227,904	156,069	61,899

### Other summarised information

Dividends received	4,315	4,120	–	–
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# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 15. ASSOCIATES (CONT'D)

### Top Spring International Holdings Limited ("TSI")

On 1 July 2014, the Group's nominated representative was appointed to TSI's board as a non-executive director. With the appointment, the Group assessed that it has the ability to exercise significant influence in TSI and accordingly, reclassified TSI from available-for-sale investments to associate, and to equity account TSI's results.

The financial statements of TSI are prepared as of 31 December 2015. TSI is a public company listed on the Main Board of The Stock Exchange of Hong Kong Limited. Adjustments are made for the effects of significant transactions or events that occur between that date and the reporting date of the Group. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

As at 31 March 2016, the Group has an effective indirect equity stake of approximately 19.3% voting rights and 16.1% ownership interest in TSI.

## 16. AMOUNTS DUE FROM/(TO) ASSOCIATES

	<b>Note</b>	<b>Group</b>	
		<b>2016</b>	<b>2015</b>
		\$'000	\$'000
Amounts due from associates			
- Non-current	(a)	70,266	64,325
- Current	(b)	–	12,290
		<u>70,266</u>	<u>76,615</u>
Amount due to an associate	(c)	<u>(69,050)</u>	<u>(111,110)</u>

- (a) The non-current amounts due from associates are interest-free, except for \$20,053,000 (2015: \$11,022,000) which bears interest ranging from 2.5% to 15.8% (2015: 2.5% to 8.0%) per annum, unsecured and are not expected to be repaid within the next financial year. These amounts due from associates are considered quasi-equity in nature.
- (b) The current amounts due from associates were interest-free, unsecured and are repaid during the financial year.
- (c) The amount due to an associate bears interest ranging from 2.75% to 3.00% (2015: 2.75% to 3.00%) per annum, is unsecured and repayable on demand.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 16. AMOUNTS DUE FROM/(TO) ASSOCIATES (CONT'D)

Amounts due from/(to) associates denominated in foreign currencies as at 31 March:

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	\$'000	\$'000
Amounts due from associates:		
- Chinese renminbi	49,530	52,611
- Sterling pound	20,053	11,022
- United States dollar	–	12,290
Amount due to an associate:		
- Chinese renminbi	(69,050)	(111,110)

## 17. JOINT VENTURES

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	\$'000	\$'000
Unquoted equity shares, at cost	36,768	34,756
Share of post-acquisition reserves	160,938	209,210
Share of changes recognised directly in joint ventures' equity	–	9,954
Foreign currency translation reserve	18,543	32,966
	<u>216,249</u>	<u>286,886</u>

Details of the joint ventures are shown in Note 35.

The summarised financial information of the joint ventures, adjusted for the proportion of ownership interest by the Group, is as follows:

### **Results:**

<b>Revenue</b>	79,266	77,639
Direct expenses	(42,097)	(29,555)
<b>Gross profit</b>	37,169	48,084
Other income, including interest income	55,741	2,655
Fair value loss on investment properties	(4,252)	(3,345)
Negative goodwill	2,270	–
General and administrative expenses	(3,248)	(5,040)
<b>Profit from operating activities</b>	87,680	42,354
Finance costs	(9)	(4,434)
<b>Profit from operations before taxation</b>	87,671	37,920
Taxation	(19,511)	(9,365)
<b>Profit net of taxation</b>	<u>68,160</u>	<u>28,555</u>



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 17. JOINT VENTURES (CONT'D)

Aggregate information about the Group's investment in joint ventures that are not individually material are as follows:

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	\$'000	\$'000
Profit/(loss) after tax	3,814	(645)
Other comprehensive income	–	–
Total comprehensive income	3,814	(645)

The summarised financial information in respect of material investments in joint ventures, based on their FRS financial statements (not adjusted for the percentage of ownership held by the Group), and reconciliation with the carrying amount of the investments in the consolidated statements are as follows:

### Summarised balance sheet

	<b>Shanghai Metro City Commercial Management Co. Ltd</b>		<b>Shanghai Huimei Property Co Ltd</b>		<b>Nordevo Investments Limited</b>	
	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents	76,444	73,653	27,271	23,908	7,146	69
Other current assets	4,360	9,947	924	1,302	–	332,566
Total current assets	80,804	83,600	28,195	25,210	7,146	332,635
Non-current assets	223,126	233,372	200,257	207,638	–	–
Total assets	303,930	316,972	228,452	232,848	7,146	332,635
Current liabilities	(78,749)	(66,302)	(25,758)	(25,460)	(175)	(203,079)
Non-current liabilities	(36,191)	(41,831)	(44,073)	(44,936)	–	–
Total liabilities	(114,940)	(108,133)	(69,831)	(70,396)	(175)	(203,079)
Net assets	188,990	208,839	158,621	162,452	6,971	129,556
Net assets	188,990	208,839	158,621	162,452	6,971	129,556
Proportion of the Group's ownership	60.0%	60.0%	60.0%	60.0%	50.0%	50.0%
Carrying amount of the investment	113,394	125,303	95,173	97,471	3,485	64,778

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 17. JOINT VENTURES (CONT'D)

	Shanghai Metro City Commercial Management Co. Ltd		Shanghai Huimei Property Co Ltd		Nordevo Investments Limited	
	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Summarised statement of comprehensive income</b>						
Revenue	56,413	59,776	21,949	20,374	–	28,044
Gain on disposal of a subsidiary	–	–	–	–	107,494	–
Depreciation	(69)	(71)	(63)	(68)	–	(63)
Finance costs	–	–	(214)	(264)	–	(17,089)
Profit before tax	29,516	19,973	20,266	16,959	107,737	25,121
Taxation	(7,439)	(5,109)	(5,027)	(3,946)	(24,064)	(7,863)
Profit after tax from continuing operations	22,077	14,864	15,239	13,013	83,673	17,258
Other comprehensive income	–	–	–	–	–	196
Total comprehensive income	22,077	14,864	15,239	13,013	83,673	17,454
<b>Other summarised information</b>						
Dividends received	17,612	15,718	5,443	5,112	113,864	–

## 18. AMOUNTS DUE FROM JOINT VENTURES

	Note	Group	
		2016 \$'000	2015 \$'000
Amounts due from joint ventures			
- Non-current	(a)	128,972	163,640
- Current	(b)	–	76,539
		128,972	240,179

- (a) The non-current amounts due from joint ventures are interest-free, except for \$3,998,000 (2015: \$4,223,000) which bear interest ranging from 2.77% to 3.11% (2015: 2.20% to 2.40%) per annum, unsecured and are not expected to be repaid within the next financial year. These amounts due from joint ventures are considered quasi-equity in nature.

In the current financial year, an impairment loss of \$9,472,000 (2015: Nil) was recognised in the Group's income statement subsequent to an assessment of the carrying amount of the non-current amount due from a joint venture.

- (b) In the previous financial year, the current amounts due from joint ventures were unsecured and interest free, except for \$1,084,000 which bore interest at 8% per annum. These amounts are repaid during the financial year.



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 18. AMOUNTS DUE FROM JOINT VENTURES (CONT'D)

Amounts due from joint ventures denominated in foreign currencies as at 31 March:

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	\$'000	\$'000
United States dollar	4,124	105,826
Chinese renminbi	20	52

## 19. INVESTMENTS

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	\$'000	\$'000
<b>Current</b>		
<i>Financial assets at fair value through profit and loss</i>		
<u>Held-for-trading investments</u>		
Shares (quoted)	33,919	49,863
<b>Non-current</b>		
<i>Available-for-sale investments</i>		
Shares (unquoted), at fair value	24,265	21,951
Shares (quoted)	27,164	26,452
	51,429	48,403

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 20. INVENTORIES

	Note	Group	
		2016 \$'000	2015 \$'000
<b>Consolidated Balance Sheet</b>			
Inventories held for resale (at cost or net realisable value)		19,174	26,830
Raw materials (at cost)		122	148
Total inventories at lower of cost and net realisable value		<u>19,296</u>	<u>26,978</u>
Inventories are stated after deducting allowance for obsolete inventories of		<u>1,077</u>	<u>1,170</u>
Balance at 1 April		1,170	653
(Write-back of)/charged to the consolidated income statement	8	(93)	517
Balance at 31 March		<u>1,077</u>	<u>1,170</u>
<b>Consolidated Income Statement</b>			
Inventories recognised as an expense in cost of sales		79,540	67,030
Inventories recognised as an expense in cost of sales is inclusive of the following charge:			
- Inventories written down	8	1,080	640
- (Write-back of)/allowance for obsolete inventories	8	(93)	517

## 21. ACCOUNTS AND OTHER RECEIVABLES

	Note	Group		Company	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>Current</b>					
Trade receivables		1,985	2,734	-	-
Deposits		5,562	6,634	149	149
Other receivables					
- Recoverables and sundry debtors		2,945	853	23	29
		<u>10,492</u>	<u>10,221</u>	<u>172</u>	<u>178</u>
Amount due from an associate	16	-	12,290	-	-
Amounts due from a joint venture	18	-	76,539	-	-
		<u>10,492</u>	<u>99,050</u>	<u>172</u>	<u>178</u>
<b>Non-current</b>					
Amounts due from subsidiaries	14	-	-	318,972	570,705
Amounts due from associates	16	70,266	64,325	-	-
Amounts due from joint ventures	18	128,972	163,640	-	-
Total receivables (current and non-current)		209,730	327,015	319,144	570,883
Add: Pledged fixed and bank deposits	22	-	28,849	-	-
Cash and cash equivalents	22	493,606	349,987	18,805	17,434
Total loans and receivables		<u>703,336</u>	<u>705,851</u>	<u>337,949</u>	<u>588,317</u>



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 21. ACCOUNTS AND OTHER RECEIVABLES (CONT'D)

Trade receivables are non-interest bearing and are generally on 30 to 90 days' terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

(a) *Receivables that are impaired*

As at 31 March 2016, the Group has trade receivables amounting to \$221,000 (2015: \$149,000) that are past due at the end of the reporting period but not impaired.

The Group's trade receivables that are impaired at the end of the reporting period and the movement of the allowance accounts used to record the impairment are as follows:

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	\$'000	\$'000
<hr/>		
<i>Individually impaired</i>		
Trade receivables – nominal amounts	31	79
Less: Allowance for impairment	(31)	(79)
	<hr/>	<hr/>
	–	–

Movement in allowance for doubtful debts is as follows:

Balance at 1 April	79	9
Charged to the income statement	(48)	70
Balance at 31 March	<hr/>	<hr/>
	31	79

Trade receivables that are individually determined to be impaired at the end of the reporting period relate to debtors that are in significant financial difficulties and have defaulted on payments. These receivables are not secured by any collateral or credit enhancements.

For assets to be classified as "past due" or "impaired", contractual payments must be in arrears for more than 90 days. No collateral is held as security for any past due or impaired assets.

(b) *Current receivables denominated in foreign currencies as at 31 March are as follows:*

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	\$'000	\$'000
<hr/>		
Sterling pound	1,719	–
Chinese renminbi	1,213	1,353
Japanese yen	2	301
	<hr/>	<hr/>

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 22. CASH AND CASH EQUIVALENTS

Cash and bank balances and fixed deposits placed with financial institutions are as follows:

	Group		Company	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Fixed deposits	441,149	327,657	14,609	6,319
Cash on hand and at bank	52,457	51,179	4,196	11,115
Total cash and bank balances	493,606	378,836	18,805	17,434
Less: Fixed and bank deposits pledged as security	–	(28,849)	–	–
Cash and cash equivalents	493,606	349,987	18,805	17,434

Fixed deposits are placed for varying periods of not more than six months depending on the immediate cash requirements of the Group and bear interest ranging from 0.01% to 5.15% (2015: 0.09% to 4.12%) per annum. Cash on hand and at bank earn interest at floating rates based on daily bank deposit rates at 0.35% (2015: 0.35% to 1.38%) per annum.

In the previous financial year, fixed deposits of \$28,849,000 had been pledged to financial institutions as security for bank loans (Note 23).

Cash and bank balances denominated in foreign currencies as at 31 March are as follows:

	Group		Company	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
United States dollar	131,153	12,825	56	8,836
Chinese renminbi	143,121	167,329	1	–
Sterling pound	6,412	–	–	–
Japanese yen	2,852	3,081	–	–
Hong Kong dollar	5	5,963	–	–

## 23. BANK BORROWINGS

	Group	
	2016 \$'000	2015 \$'000
<b>Current</b>		
Bank revolving credit facilities, denominated in Japanese yen, secured	–	23,860
<b>Non-current</b>		
Bank loans, denominated in Japanese yen	–	35,578
<b>Maturity of bank borrowings</b>		
Repayable:		
Within 1 year	–	23,860
After 1 year but within 5 years	–	35,578
	–	59,438



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 23. BANK BORROWINGS (CONT'D)

In the previous financial year, the Group had Japanese yen denominated revolving credit facilities and loans that bore interest at rates ranging from 2.35% to 2.39% per annum. These bank loans were secured by charges over an investment property of \$54,798,000 (Note 12), fixed deposits of \$28,849,000 (Note 22) and a pledge over 50.1% of the issued preference share capital of a subsidiary owned by Bunkyo Property Pte Ltd. The loans were repaid in full during the financial year.

## 24. ACCOUNTS AND OTHER PAYABLES

	Note	Group		Company	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b><i>Financial liabilities</i></b>					
<b><i>Current</i></b>					
Trade payables		16,861	27,656	-	-
Other payables					
- Sundry creditors		9,843	8,660	773	675
- Accruals		23,954	21,421	15,170	10,019
- Refundable deposits		2,025	3,002	-	-
		52,683	60,739	15,943	10,694
Amount due to an associate	16	69,050	111,110	-	-
<b><i>Non-current</i></b>					
Amounts due to subsidiaries		-	-	46,065	323,790
Total accounts and other payables (current and non-current)		121,733	171,849	62,008	334,484
Add: Total bank borrowings	23	-	59,438	-	-
Total financial liabilities carried at amortised cost		121,733	231,287	62,008	334,484
<b><i>Non-financial liabilities</i></b>					
<b><i>Non-current</i></b>					
Deferred income		12,010	15,407	-	-

### ***Trade payables***

Trade payables are non-interest bearing and are normally settled on 30-60 day terms.

### ***Other payables***

The amounts due to subsidiaries (non-current) are non-trade related, unsecured, interest-free and have no fixed terms of repayment. These are expected to be settled in cash.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 24. ACCOUNTS AND OTHER PAYABLES (CONT'D)

Current payables denominated in foreign currencies as at 31 March are as follows:

	Group	
	2016 \$'000	2015 \$'000
Chinese renminbi	2,595	2,698
Japanese yen	1,198	1,685
Sterling pound	463	566
United States dollar	158	99

## 25. SHARE CAPITAL AND TREASURY SHARES

### (a) *Share capital*

	Group and Company			
	2016		2015	
	No. of shares '000	\$'000	No. of shares '000	\$'000
Issued and fully paid:				
<i>Ordinary shares</i>				
Balance at beginning and end of the financial year	831,549	169,717	831,549	169,717

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

### (b) *Treasury shares*

	Group and Company			
	2016		2015	
	No. of shares '000	\$'000	No. of shares '000	\$'000
Balance at beginning and end of the financial year	3,513	1,768	3,513	1,768

Treasury shares relate to ordinary shares of the Company that are held by the Company.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 26. RESERVES

	Note	Group		Company	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Revenue reserve		1,192,461	1,135,721	126,264	103,720
Capital reserve	(a)	–	9,954	–	–
Foreign currency translation reserve	(b)	(8,144)	50,314	–	–
Statutory reserve	(c)	10,144	3,395	–	–
Fair value reserve	(d)	12,555	6,319	–	–
Other reserve	(e)	682	315	–	–
		<u>1,207,698</u>	<u>1,206,018</u>	<u>126,264</u>	<u>103,720</u>

(a) **Capital reserve**

The capital reserve as at 31 March 2015 of \$9,954,000 relates to fair value adjustments on acquisition of joint ventures relating to previously held interest. During the financial year, the Group disposed of its 50% equity interest in the registered capital of a joint venture, China East Investment Limited. As a result, the capital reserve of \$9,954,000 was transferred to profit or loss upon disposal.

(b) **Foreign currency translation reserve**

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

(c) **Statutory reserve**

Statutory reserve represents the fund set aside on the appropriation of net profit by a subsidiary and joint ventures, which is restricted in use as required by the relevant laws and regulations of the People's Republic of China.

(d) **Fair value reserve**

Fair value reserve records the cumulative fair value changes net of tax, of available-for-sale assets until they are de-recognised or impaired.

(e) **Other reserve**

Other reserve comprises the share of other reserves of associates.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 27. DIVIDENDS

	<b>Group and Company</b>	
	<b>2016</b>	<b>2015</b>
	<b>\$'000</b>	<b>\$'000</b>
Dividends paid during the financial year:		
Final exempt (one-tier) dividend of 2.0 cents per ordinary share for 2015 (2014: 2.0 cents)	16,561	16,561
Final special exempt (one-tier) dividend of 4.0 cents per ordinary share for 2015 (2014: 4.0 cents)	33,121	33,121
	<u>49,682</u>	<u>49,682</u>
Dividends proposed but not recognised as a liability as at 31 March:		
Dividends on ordinary shares, subject to shareholders' approval at the Annual General Meeting:		
Final exempt (one-tier) dividend of 2.0 cents (2015: 2.0 cents) per ordinary share	16,561	16,561
Final special exempt (one-tier) dividend of 5.0 cents (2015: 4.0 cents) per ordinary share	41,402	33,121
	<u>57,963</u>	<u>49,682</u>

## 28. COMMITMENTS

### (i) **Capital commitments**

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

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	<b>\$'000</b>	<b>\$'000</b>
Capital commitments in respect of investment in:		
- Available-for-sale financial assets	907	1,972

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 28. COMMITMENTS (CONT'D)

### (ii) *Operating lease commitments*

#### (a) *As lessee*

Operating lease expenses for the Group during the financial year ended 31 March 2016 amounted to \$29,035,000 (2015: \$31,612,000).

The Group leases certain properties under non-cancellable lease arrangements which do not have any purchase options and expire at various dates till 2019. All leases include a clause to enable upward revision of the rental charge on a periodic basis, based on prevailing market conditions. The future minimum rentals under these non-cancellable leases are:

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	\$'000	\$'000
Not later than one year	19,400	23,140
Later than one year but not later than five years	30,130	33,289
Later than five years	-	-
	49,530	56,429

#### (b) *As lessor*

The Group has entered into commercial property leases on its property portfolio. These non-cancellable leases have remaining lease terms of between 1 and 10 years. Certain leases include a clause to enable upward revision of the rental charge on a periodic basis based on prevailing market conditions.

Future minimum lease payments receivable under non-cancellable operating leases as at 31 March are as follows:

	<b>Group</b>	
	<b>2016</b>	<b>2015</b>
	\$'000	\$'000
Not later than one year	5,055	8,486
Later than one year but not later than five years	8,024	8,668
Later than five years	2,903	3,880
	15,982	21,034

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 29. CONTINGENT LIABILITIES

	Company	
	2016	2015
	\$'000	\$'000
Financial support given to certain subsidiaries having:		
- deficiencies in shareholders' funds	95,971	97,393
- current liabilities in excess of current assets	49,718	1,057

## 30. RELATED PARTY DISCLOSURES

In addition to the related party information disclosed elsewhere in the financial statements, the significant transactions between the Group and related parties on terms agreed between the parties are as follows:

(a) **Services and other fees**

	Group	
	2016	2015
	\$'000	\$'000
Interest income from an associate	(2,885)	(212)
Interest expense paid to an associate	356	229
Management fee received from an associate	(938)	(1,009)
Rental income from a company in which a Director has an interest *	-	(149)
Corporate advisory fee paid to a company that is controlled by a Director	120	120

\* The related party above refers to an entity affiliated with the controlling shareholder of the Company.

(b) **Compensation of key management personnel**

	Group	
	2016	2015
	\$'000	\$'000
Salary, bonus and other benefits	17,495	12,110
Contributions to CPF	62	59
Total compensation paid to key management personnel	17,557	12,169
Comprise amounts paid to:		
Directors of the Company	12,326	8,146
Other key management personnel	5,231	4,023

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 31. SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their products and services, and has two reportable operating segments as follows:

- (i) The property sector is involved in the leasing of shopping and office spaces owned by the Group and investing in property-related investments.
- (ii) The retail segment is involved in the business of retailing and operating of departmental stores.

Except as indicated above, no operating segments have been aggregated to form the above reportable operating segments.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which in certain respects, as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

### Business segments

	Property \$'000	Retail \$'000	Total \$'000
<b>2016</b>			
Segment revenue	8,500	146,095	154,595
Segment results	(1,630)	(2,383)	(4,013)
Changes in fair value of short term investments	(6,633)	–	(6,633)
Impairment of amount due from a joint venture	(9,472)	–	(9,472)
Fair value loss on investment properties	(813)	–	(813)
Finance costs	(557)	–	(557)
Share of associates' results, net of tax	73,133	2,527	75,660
Share of joint ventures' results, net of tax	68,160	–	68,160
Segment profit before taxation	122,188	144	122,332
Taxation	(9,040)	–	(9,040)
Profit for the year	113,148	144	113,292
<b>2015</b>			
Segment revenue	10,164	135,662	145,826
Segment results	5,831	(4,879)	952
Changes in fair value of short term investments	2,577	–	2,577
Impairment of plant and equipment	–	(8,789)	(8,789)
Impairment of available-for-sale investments	(10,286)	–	(10,286)
Fair value gain on investment properties	2,576	–	2,576
Finance costs	(1,156)	–	(1,156)
Share of associates' results, net of tax	129,626	1,483	131,109
Share of joint ventures' results, net of tax	28,555	–	28,555
Segment profit/(loss) before taxation	157,723	(12,185)	145,538
Taxation	(4,893)	1,712	(3,181)
Profit/(loss) for the year	152,830	(10,473)	142,357

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 31. SEGMENT INFORMATION (CONT'D)

### *Business segments (cont'd)*

	<b>Property</b> \$'000	<b>Retail</b> \$'000	<b>Total</b> \$'000
<b>2016</b>			
<b>Assets and liabilities</b>			
Segment assets	666,449	54,539	720,988
Investment in associates	456,983	10,068	467,051
Investment in joint ventures	345,221	–	345,221
Tax recoverable	267	–	267
Total assets	<u>1,468,920</u>	<u>64,607</u>	<u>1,533,527</u>
Segment liabilities	102,231	31,512	133,743
Provision for taxation	3,589	1,224	4,813
Deferred taxation	16,920	(1,441)	15,479
Total liabilities	<u>122,740</u>	<u>31,295</u>	<u>154,035</u>
<b>Other segment information</b>			
Additions to non-current assets			
- Plant and equipment	16	1,776	1,792
Interest expense	557	–	557
Interest income	(11,287)	(186)	(11,473)
Depreciation of plant and equipment	82	2,592	2,674
<b>Other material non-cash items</b>			
Inventories written down	–	1,080	1,080
Fair value loss on held-for-trading investments (unrealised)	6,633	–	6,633
Fair value loss on investment properties	813	–	813
Write-back of obsolete inventories	–	(93)	(93)
Impairment of amount due from a joint venture	9,472	–	9,472

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 31. SEGMENT INFORMATION (CONT'D)

### *Business segments (cont'd)*

	<b>Property</b> \$'000	<b>Retail</b> \$'000	<b>Total</b> \$'000
<b>2015</b>			
<b>Assets and liabilities</b>			
Segment assets	621,416	69,141	690,557
Investment in associates	414,468	9,236	423,704
Investment in joint ventures	527,065	–	527,065
Tax recoverable	197	–	197
<b>Total assets</b>	<b>1,563,146</b>	<b>78,377</b>	<b>1,641,523</b>
Segment liabilities	202,004	44,690	246,694
Provision for taxation	2,485	1,207	3,692
Deferred taxation	15,261	(1,441)	13,820
<b>Total liabilities</b>	<b>219,750</b>	<b>44,456</b>	<b>264,206</b>
<b>Other segment information</b>			
Additions to non-current assets			
- Plant and equipment	72	14,374	14,446
Interest expense	1,156	–	1,156
Interest income	(3,835)	(133)	(3,968)
Depreciation of plant and equipment	172	3,581	3,753
<b>Other material non-cash items</b>			
Inventories written down	–	640	640
Fair value gain on held-for-trading investments (unrealised)	(2,577)	–	(2,577)
Fair value gain on investment properties	(2,576)	–	(2,576)
Allowance for obsolete inventories	–	517	517
Impairment of plant and equipment	–	8,789	8,789
Impairment of available-for-sale investments	10,286	–	10,286

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 31. SEGMENT INFORMATION (CONT'D)

### Geographical information

Revenue, (loss)/profit from operations before taxation and non-current assets information based on the geographical location of the customers and assets respectively, are as follows:

	Asean \$'000	People's Republic of China \$'000	Japan \$'000	Others \$'000	Group \$'000
<b>2016</b>					
Segment revenue from external customers	146,095	7,378	1,122	–	154,595
(Loss)/profit from operations before taxation	(17,386)	134,581	2,990	2,147	122,332
Non-current assets					
- Plant and equipment	4,862	10	–	–	4,872
- Investment properties	–	106,653	–	–	106,653
- Investment in associates	11,971	419,556	–	35,524	467,051
- Investment in joint ventures	124,847	216,196	–	4,178	345,221
- Investments	–	27,164	–	24,265	51,429
	141,680	769,579	–	63,967	975,226
<b>2015</b>					
Segment revenue from external customers	135,662	6,999	3,165	–	145,826
(Loss)/profit from operations before taxation	(7,806)	144,711	3,273	5,360	145,538
Non-current assets					
- Plant and equipment	6,068	15	–	–	6,083
- Investment properties	–	114,150	54,798	–	168,948
- Investment in associates	11,112	372,627	–	27,675	411,414
- Investment in joint ventures	133,634	316,892	–	–	450,526
- Investments	–	26,452	–	21,951	48,403
	150,814	830,136	54,798	49,626	1,085,374

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group is exposed to interest rate, foreign currency, credit, liquidity and market price risks. The Group's risk management approach seeks to minimise the potential material adverse impact of these exposures.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risks.

### (a) **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. The Group's and the Company's exposure to interest rate risk on interest bearing assets arises primarily from their bank borrowings and interest-bearing loans given to related parties. The Group's loans at floating rate given to related parties form a natural hedge for its non-current floating rate bank loans.

All of the Group's and Company's financial assets and liabilities at floating rates are contractually repriced at intervals of 1 to 3 months (2015: 1 to 3 months) from the end of the reporting period.

#### *Sensitivity analysis for interest rate risk*

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on the Group's floating rate loans and borrowings, with all other variables held constant and the impact on the Group's profit before tax.

	<b>Increase/ decrease in basis points</b>	<b>2016 \$'000</b>	<b>2015 \$'000</b>
<b>Group</b>			
- Japanese yen	+100	-	(594)
- Japanese yen	-100	-	594

### (b) **Foreign currency risk**

The Group is exposed to the effects of foreign currency exchange rate fluctuations, primarily in relation to Chinese renminbi (RMB), United States dollar (USD), Hong Kong dollar (HKD) and Sterling pound (GBP). Whenever possible, the Group seeks to maintain a natural hedge through the matching of liabilities, including borrowings, against assets in the same currency or against the entity's functional currency, in particular its future revenue stream. Transactional exposures in currencies other than the entity's functional currency are kept to a minimal level.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

### (b) *Foreign currency risk (cont'd)*

*Sensitivity analysis for foreign currency risk*

The following table demonstrates the sensitivity to a reasonably possible change in the RMB, USD, HKD and GBP exchange rates (against SGD), with all other variables held constant, on the Group's profit before tax and equity.

	2016		2015	
	Profit before tax \$'000	Equity \$'000	Profit before tax \$'000	Equity \$'000
RMB - strengthened 5% (2015: 5%)	3,634	2,477	2,744	2,633
- weakened 5% (2015: 5%)	(3,634)	(2,477)	(2,744)	(2,633)
USD - strengthened 5% (2015: 5%)	6,549	1,419	637	7,003
- weakened 5% (2015: 5%)	(6,549)	(1,419)	(637)	(7,003)
HKD - strengthened 5% (2015: 5%)	(1)	1,358	696	1,323
- weakened 5% (2015: 5%)	1	(1,358)	(696)	(1,323)
GBP - strengthened 5% (2015: 5%)	385	1,003	(28)	551
- weakened 5% (2015: 5%)	(385)	(1,003)	28	(551)

### (c) *Credit risk*

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure.

The Group trades only with recognised and creditworthy third parties. It is the Group's policy to ensure that credit customers are subject to credit verification procedures. In addition, receivable balances are monitored on an on-going basis with the result that the Group's exposure to bad debts is not significant. Collaterals are obtained when appropriate. The amount and type of collateral depends on an assessment of the credit risk of the counterparty. Sufficient rental deposits are obtained to mitigate against the credit risk from tenants.

The carrying amounts of investments, trade and other receivables represent the Group's maximum exposure to credit risk. No other financial assets carry a significant exposure to credit risk.



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

### (c) *Credit risk (cont'd)*

#### *Credit risk concentration profile*

The Group determines concentrations of credit risk by monitoring the country and industry sector profile of its financial assets on an on-going basis. The credit risk concentration profile of the Group's financial assets at the end of the reporting period by country is as follows:

	<b>Singapore</b>	<b>People's Republic of China</b>	<b>Japan</b>	<b>Others</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>By country:</b>					
<b>At 31 March 2016</b>					
<b>Loans and receivables</b>					
Amounts due from associates (Note 16)	–	49,530	–	20,736	70,266
Amounts due from joint ventures (Note 18)	124,828	4,144	–	–	128,972
Accounts and other receivables (Note 21)	7,075	1,659	2	1,756	10,492
Total	131,903	55,333	2	22,492	209,730
<b>At 31 March 2015</b>					
<b>Loans and receivables</b>					
Amounts due from associates (Note 16)	–	64,901	–	11,714	76,615
Amounts due from joint ventures (Note 18)	134,301	105,878	–	–	240,179
Accounts and other receivables (Note 21)	8,356	1,503	362	–	10,221
Total	142,657	172,282	362	11,714	327,015

Of the total financial assets of \$209,730,000 (2015: \$327,015,000) disclosed above, 96.5% (2015: 97.3%) is invested in the property sector.

#### *Financial assets that are neither past due nor impaired*

Trade and other receivables that are neither past due nor impaired are with creditworthy debtors with good payment record with the Group. Cash and cash equivalents and investments that are neither past due nor impaired are placed with or entered into with reputable financial institutions or companies with no history of default.

#### *Financial assets that are either past due or impaired*

Information regarding financial assets that are either past due or impaired is disclosed in Note 21.

### (d) *Liquidity risk*

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

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

### (d) *Liquidity risk (cont'd)*

The Group's cash and short term deposits, operating cash flows, availability of banking facilities and debt maturity profile are actively managed to ensure adequate working capital requirements and that repayment and funding needs are met.

#### *Analysis of financial instruments by remaining contractual maturities*

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

	1 year or less \$'000	1 to 5 years \$'000	Over 5 years \$'000	Total \$'000
<b>Group</b>				
<b>2016</b>				
<b>Financial assets:</b>				
Accounts and other receivables	10,492	–	–	10,492
Amounts due from associates	738	68,534	11,671	80,943
Amounts due from joint ventures	128	129,484	–	129,612
Cash and cash equivalents	493,606	–	–	493,606
Total undiscounted financial assets	504,964	198,018	11,671	714,653
<b>Financial liabilities:</b>				
Accounts and other payables	52,683	–	–	52,683
Amount due to an associate	69,050	–	–	69,050
Total undiscounted financial liabilities	121,733	–	–	121,733
Total net undiscounted financial assets	383,231	198,018	11,671	592,920
<b>2015</b>				
<b>Financial assets:</b>				
Accounts and other receivables	10,221	–	–	10,221
Amounts due from associates	12,290	–	64,325	76,615
Amounts due from joint ventures	76,539	25,064	138,576	240,179
Pledged deposits	28,849	–	–	28,849
Cash and cash equivalents	349,987	–	–	349,987
Total undiscounted financial assets	477,886	25,064	202,901	705,851
<b>Financial liabilities:</b>				
Accounts and other payables	60,739	–	–	60,739
Amount due to an associate	111,110	–	–	111,110
Bank borrowings	24,738	35,648	–	60,386
Total undiscounted financial liabilities	196,587	35,648	–	232,235
Total net undiscounted financial assets/(liabilities)	281,299	(10,584)	202,901	473,616

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

### (d) *Liquidity risk (cont'd)*

*Analysis of financial instruments by remaining contractual maturities (cont'd)*

	1 year or less \$'000	1 to 5 years \$'000	Total \$'000
<b>Company</b>			
<b>2016</b>			
<b>Financial assets:</b>			
Accounts and other receivables	172	–	172
Amounts due from subsidiaries	128	319,484	319,612
Cash and cash equivalents	18,805	–	18,805
Total undiscounted financial assets	19,105	319,484	338,589
<b>Financial liabilities:</b>			
Trade and other payables	15,943	–	15,943
Amounts due to subsidiaries	–	46,065	46,065
Total undiscounted financial liabilities	15,943	46,065	62,008
Total net undiscounted financial assets	3,162	273,419	276,581
<b>2015</b>			
<b>Financial assets:</b>			
Accounts and other receivables	178	–	178
Amounts due from subsidiaries	–	571,997	571,997
Cash and cash equivalents	17,434	–	17,434
Total undiscounted financial assets	17,612	571,997	589,609
<b>Financial liabilities:</b>			
Trade and other payables	10,694	–	10,694
Amounts due to subsidiaries	–	323,790	323,790
Total undiscounted financial liabilities	10,694	323,790	334,484
Total net undiscounted financial assets	6,918	248,207	255,125

### (e) *Market price risk*

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates). The Group is exposed to equity price risk arising from its investment in quoted equity instruments. These instruments are mainly quoted on the Singapore Stock Exchange and on the Hong Kong Stock Exchange and are classified as held-for-trading or available-for-sale financial assets. The Group does not have exposure to commodity price risk. The Group's objective is to manage investment returns and equity price risk using a mix of investment grade shares with steady dividend yield and non-investment grade shares.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 32. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

### (e) *Market price risk (cont'd)*

#### *Sensitivity analysis for equity price risk*

The following table demonstrates the sensitivity to a reasonably possible change in the Straits Times Index (STI) and Hang Seng Index (HSI), with all other variables held constant, on the fair value of equity instruments held by the Group. The correlation of variables will have a significant effect in determining the ultimate impact on equity price risk, but to demonstrate the impact due to changes in variables, variables had to be changed on an individual basis.

	2016		2015	
	Profit before tax \$'000	Equity \$'000	Profit before tax \$'000	Equity \$'000
HSI				
- 10% higher	–	2,716	653	2,645
- 10% lower	–	(2,716)	(653)	(2,645)
STI				
- 10% higher	3,392	–	4,333	–
- 10% lower	(3,392)	–	(4,333)	–

## 33. FAIR VALUE OF ASSETS AND LIABILITIES

### (a) *Fair value hierarchies*

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

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date,
- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and
- Level 3 – Unobservable inputs for the asset or liability.

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

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 33. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

### (b) *Assets measured at fair value*

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

	2016			Total \$'000
	Fair value measurements at the end of the reporting period using			
	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant unobservable inputs (Level 3) \$'000	
<b>Group</b>				
<b>Recurring fair value measurements</b>				
<b>Financial assets:</b>				
<u>Held-for-trading financial assets (Note 19)</u>				
- Quoted equity instruments	33,919	-	-	33,919
<u>Available-for-sale financial assets (Note 19)</u>				
<i>Equity instruments</i>				
- Quoted equity instruments	27,164	-	-	27,164
- Unquoted equity instruments	-	-	24,265	24,265
Total available-for-sale financial assets	27,164	-	24,265	51,429
<b>Financial assets as at 31 March 2016</b>	<b>61,083</b>	<b>-</b>	<b>24,265</b>	<b>85,348</b>
<b>Non-financial assets:</b>				
Investment properties (Note 12)	-	-	106,653	106,653
<b>Non-financial assets as at 31 March 2016</b>	<b>-</b>	<b>-</b>	<b>106,653</b>	<b>106,653</b>

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 33. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

### (b) *Assets measured at fair value (cont'd)*

	2015			Total \$'000
	Fair value measurements at the end of the reporting period using			
	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant unobservable inputs (Level 3) \$'000	
<b>Group</b>				
<b>Recurring fair value measurements</b>				
<b>Financial assets:</b>				
<u>Held-for-trading financial assets (Note 19)</u>				
- Quoted equity instruments	49,863	-	-	49,863
<u>Available-for-sale financial assets (Note 19)</u>				
<i>Equity instruments</i>				
- Quoted equity instruments	26,452	-	-	26,452
- Unquoted equity instruments	-	-	21,951	21,951
Total available-for-sale financial assets	26,452	-	21,951	48,403
<b>Financial assets as at 31 March 2015</b>	<b>76,315</b>	<b>-</b>	<b>21,951</b>	<b>98,266</b>
<b>Non-financial assets:</b>				
Investment properties (Note 12)	-	-	168,948	168,948
<b>Non-financial assets as at 31 March 2015</b>	<b>-</b>	<b>-</b>	<b>168,948</b>	<b>168,948</b>

There have been no transfers between Level 1, Level 2 and Level 3 during 2016 and 2015.

### (c) *Level 1 fair value measurements*

The fair value of quoted equity instruments are determined directly by reference to their published market bid price at the end of the reporting date.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 33. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

(d) **Level 3 fair value measurements**

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

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

Description	Fair Value at 31 March 2016 \$'000	Valuation techniques	Key unobservable inputs	Range
<b>Recurring fair value measurements</b>				
Available-for-sale financial assets:				
- Unquoted equity instruments	24,265	Net asset value <sup>(1)</sup>	Not applicable	Not applicable
Investment properties	106,653	Average of direct capitalisation method and direct comparison method <sup>(2)</sup>	Capitalisation rate <sup>(3)</sup>	1.75% to 9.00%

Description	Fair Value at 31 March 2015 \$'000	Valuation techniques	Key unobservable inputs	Range
<b>Recurring fair value measurements</b>				
Available-for-sale financial assets:				
- Unquoted equity instruments	21,951	Net asset value <sup>(1)</sup>	Not applicable	Not applicable
Investment properties	168,948	Average of direct capitalisation method and direct comparison method or discounted cash flow method <sup>(2)</sup>	Capitalisation rate <sup>(3)</sup> Discount rate <sup>(4)</sup> Terminal capitalisation rate <sup>(5)</sup>	1.75% to 9.00% 4.60% 5.00%

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 33. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

### (d) *Level 3 fair value measurements (cont'd)*

#### (i) *Information about significant unobservable inputs used in Level 3 fair value measurements (cont'd)*

- (1) The fair value of unquoted equity instruments is determined by reference to the underlying assets value of the investee company.
- (2) The yield adjustments are made for any difference in the nature, location or condition of the specific property.
- (3) An increase/(decrease) in the capitalisation rate would result in a (decrease)/increase in the fair value of the investment properties.
- (4) An increase/(decrease) in the discount rate would result in a (decrease)/increase in the fair value of the investment properties.
- (5) An increase/(decrease) in the terminal capitalisation rate would result in a (decrease)/increase in the fair value of the investment properties.

The valuations of the investment properties are generally sensitive to changes in yield and rental rates. A significant increase/decrease in yield and rental adjustments based on management's assumptions would result in a significantly higher/lower fair value measurement.

#### (ii) *Movements in Level 3 assets measured at fair value*

The following table presents the reconciliation for all assets measured at fair value based on significant unobservable inputs (Level 3):

	<b>2016</b>		<b>Total</b>
	<b>Available-for-sale financial assets (Unquoted equity instruments)</b>	<b>Investment properties</b>	
	\$'000	\$'000	\$'000
<b>Group</b>			
Opening balance	21,951	168,948	190,899
Total gains or losses for the period			
- Fair value loss recognised in profit or loss	-	(813)	(813)
- Fair value gain recognised in other comprehensive income	3,082	-	3,082
Disposals	-	(55,803)	(55,803)
Redemptions	(457)	-	(457)
Exchange differences	(311)	(5,679)	(5,990)
Closing balance	<u>24,265</u>	<u>106,653</u>	<u>130,918</u>

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 33. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

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

(ii) *Movements in Level 3 assets measured at fair value (cont'd)*

	2015		Total \$'000
	Available-for- sale financial assets (Unquoted equity instruments) \$'000	Investment properties \$'000	
<b>Group</b>			
Opening balance	16,635	160,797	177,432
Total gains or losses for the period			
- Fair value gain recognised in profit or loss	–	2,576	2,576
- Fair value gain recognised in other comprehensive income	2,702	–	2,702
Additions			
- Purchases	992	–	992
Exchange differences	1,622	5,575	7,197
Closing balance	21,951	168,948	190,899

(iii) *Valuation policies and procedures*

It is the Group's policy to engage external valuation experts to perform the valuation. The management is responsible for selecting and engaging valuation experts that possess the relevant credentials and knowledge on the subject of valuation, valuation methodologies, and FRS 113 fair value measurement guidance.

Management reviews the appropriateness of the valuation methodologies and assumptions adopted, and the reliability of the inputs used in the valuations.

## 33. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

(e) **Fair value of financial assets and liabilities by classes that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value**

The fair value of financial assets and liabilities by classes that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value are as follows:

	Note	Group		Company	
		Carrying amount	Fair value	Carrying amount	Fair value
		2016	2016	2016	2016
		\$'000	\$'000	\$'000	\$'000
<b>Financial assets:</b>					
Amounts due from subsidiaries (non-current) <sup>(1)</sup>	14	-	-	314,974	428,102
- Non interest-bearing					(i)
Amounts due from associates (non-current)					
- Fixed rate <sup>(2)</sup>		9,679	15,930	-	-
- Non interest-bearing		50,213	(i)	-	-
Amounts due from joint ventures (non-current)					
- Non interest-bearing	18	124,974	(i)	-	-
<b>Financial liabilities:</b>					
Amounts due to subsidiaries (non-current) <sup>(1)</sup>	24	-	-	46,065	323,790
- Non interest-bearing					(i)

(1) The interest-bearing amounts due from/(to) subsidiaries have been excluded as they are charged at floating interest rates and their carrying amounts approximate their fair values.

(2) The fixed rate amounts due from an associate are estimated using discounted cash flow analysis based on current rates for similar types of borrowing arrangements.

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 33. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

- (e) **Fair value of financial assets and liabilities by classes that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value (cont'd)**
- (i) The amounts due from/(to) subsidiaries, associates and joint ventures have no repayment terms and are repayable only when the cash flows of the borrower permits. Accordingly, the fair values of these balances are not determinable as the timing of the future cash flows arising from the balances cannot be estimated reliably.

## 34. CAPITAL MANAGEMENT POLICY

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

The Group manages its capital structure and makes adjustments to it, in the light of changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders, issue new 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 March 2015 and 31 March 2016.

As disclosed in Note 26(c), a subsidiary of the Group is required by the Foreign Enterprise Law of the PRC to contribute to and maintain a non-distributable statutory reserve fund whose utilisation is subject to approval by the relevant PRC authorities. This externally imposed capital requirement has been complied with by the above-mentioned subsidiary for the financial years ended 31 March 2015 and 31 March 2016.

The Group monitors capital using a debt-equity ratio, which is net debt divided by total capital. Net debt is calculated as loans and borrowings less cash and bank balances. Capital includes equity attributable to the owners of the Company less the above-mentioned restricted statutory reserve fund and the fair value reserve.

## 35. SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Investments in the unquoted equity interests in subsidiaries at cost at 31 March are:

Name of company	Group	
	2016 \$'000	2015 \$'000
Metro (Private) Limited	8,914	8,914
Orchard Square Development Corporation Pte Ltd	7,576	7,576
Metrobilt Pte Ltd	4,038	4,038
Metro Australia Holdings Pte Ltd	1,000	1,000
Meren Pte Ltd	300	300
Metro China Holdings Pte Ltd	*	*
Sun Capital Assets Pte Ltd	*	*
Metro Holdings (Japan) Pte Ltd	*	*
Metro Development Holdings (S) Pte Ltd	*	*
	<u>21,828</u>	<u>21,828</u>

\* Cost is less than \$1,000

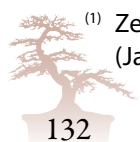
# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 35. SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES (CONT'D)

Details of subsidiaries, associates and joint ventures at 31 March are:

Subsidiaries (Country of incorporation)	Place of business	Percentage of equity held by the Group	
		2016 %	2015 %
<b>Held by the Company</b>			
<b>Retailers and department store operators</b>			
Metro (Private) Limited (Singapore)	Singapore	100.0	100.0
<b>Property</b>			
Orchard Square Development Corporation Pte Ltd (Singapore)	Singapore	100.0	100.0
<b>Investment holding</b>			
Metrobilt Pte Ltd (Singapore)	Singapore	100.0	100.0
Metro China Holdings Pte Ltd (Singapore)	People's Republic of China	100.0	100.0
Metro Australia Holdings Pte Ltd (Singapore)	Singapore	100.0	100.0
Sun Capital Assets Pte Ltd (Singapore)	Singapore	100.0	100.0
Metro Holdings (Japan) Pte Ltd (Singapore)	Singapore	100.0	100.0
Metro Development Holdings (S) Pte Ltd (Singapore)	Singapore	100.0	100.0
<b>Investment trading</b>			
Meren Pte Ltd (Singapore)	Singapore	100.0	100.0
<b>Held by subsidiaries</b>			
<b>Retailers and department store operators</b>			
The Marketing Co Pte Ltd (Singapore)	Singapore	100.0	100.0
<b>Property</b>			
+ Guangzhou International Electronics Building Co Ltd (People's Republic of China)	People's Republic of China	100.0	100.0
(1) Zensei Tokutei Mokuteki Kaisha (Japan)	Japan	100.0	100.0



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 35. SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES (CONT'D)

Subsidiaries (cont'd) (Country of incorporation)	Place of business	Percentage of equity held by the Group	
		2016 %	2015 %
<b>Held by subsidiaries (cont'd)</b>			
<b>Investment holding</b>			
Metro Xinjiang Investments Pte Ltd (Singapore)	People's Republic of China	100.0	100.0
Metro Properties (Shanghai) Pte Ltd (Singapore)	People's Republic of China	100.0	100.0
Metro Leisure (Shanghai) Pte Ltd (Singapore)	People's Republic of China	100.0	100.0
Metro Shanghai (HQ) Pte Ltd (Singapore)	People's Republic of China	100.0	100.0
+ Metrobilt South China Ltd (Hong Kong)	Hong Kong	100.0	100.0
+ Metrobilt Enterprise Ltd (Hong Kong)	People's Republic of China	100.0	100.0
+ MetroProp (China) (Mauritius)	People's Republic of China	94.0	94.0
Metro City (Beijing) Pte Ltd (Singapore)	People's Republic of China	100.0	100.0
+ Crown Investments Ltd (Mauritius)	People's Republic of China	100.0	100.0
Ω Firewave Management Limited (British Virgin Islands)	People's Republic of China	100.0	100.0
Metro Prop Japan Pte Ltd (Singapore)	Singapore	100.0	100.0
Kowa Property Pte Ltd (Singapore)	Singapore	100.0	100.0
Bunkyo Property Pte Ltd (Singapore)	Japan	100.0	100.0
Metro Prop Singapore Pte Ltd (Singapore)	Singapore	100.0	100.0

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 35. SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES (CONT'D)

Subsidiaries (cont'd) (Country of incorporation)	Place of business	Percentage of equity held by the Group	
		2016 %	2015 %
<b>Held by subsidiaries (cont'd)</b>			
<b>Management service consultants</b>			
Metrobilt Construction Pte Ltd (Singapore)	Singapore	100.0	100.0
<sup>(1)</sup> Zensei Leasing GK (Japan)	Japan	100.0	100.0
<b>Dormant companies</b>			
Idea Shoppe Pte Ltd (Singapore)	Singapore	100.0	100.0
<sup>(1)</sup> Metro Factory Outlet (Malaysia) Sdn Bhd (Malaysia)	Malaysia	100.0	100.0
<b>Associates</b> (Country of incorporation)		<b>Percentage of equity held by the Group</b>	
		<b>2016</b>	<b>2015</b>
		%	%
<b>Retailers and department store operators</b>			
<sup>+^</sup> PT Metropolitan Retailmart (Indonesia)	Indonesia	50.0	50.0
<b>Property</b>			
& Etika Cekap Sdn Bhd (Malaysia)	Malaysia	49.0	49.0
& Gurney Plaza Sdn Bhd (Malaysia)	Malaysia	49.0	49.0
* Nanchang Top Spring Real Estate Co., Ltd (People's Republic of China)	People's Republic of China	30.0	30.0



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 35. SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES (CONT'D)

Associates (cont'd) (Country of incorporation)	Place of business	Percentage of equity held by the Group	
		2016 %	2015 %
<b>Investment holding</b>			
<sup>^</sup> Gurney Investments Pte Ltd (Singapore)	Singapore	50.0	50.0
$\Omega$ Diamond Wind Company Limited (British Virgin Islands)	People's Republic of China	21.4	21.4
$\Omega$ Choice Bright Holdings Limited (British Virgin Islands)	People's Republic of China	21.4	21.4
<sup>(1)</sup> Barlo Development Company Limited (British Virgin Islands)	People's Republic of China	33.3	33.3
& Shine Rise International Limited (British Virgin Islands)	People's Republic of China	30.0	30.0
# Top Spring International Holdings Limited (Cayman Islands)	People's Republic of China	16.1	16.2
& Fairbriar Real Estate Limited (England and Wales)	United Kingdom	25.0	25.0
& InfraRed NF China Real Estate Fund II (A), L.P. (Guernsey)	People's Republic of China	23.7	–
<b>Joint ventures</b>			
Joint ventures (Country of incorporation)	Place of business	Percentage of equity held by the Group	
		2016 %	2015 %
<b>Property</b>			
& Wingcrown Investment Pte. Ltd. (Singapore)	Singapore	40.0	40.0
<sup>*@</sup> Shanghai Metro City Commercial Management Co. Ltd (formerly known as Shanghai Metro City Cultural and Entertainment Co Ltd) (People's Republic of China)	People's Republic of China	60.0	60.0

# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 35. SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES (CONT'D)

Joint ventures (cont'd) (Country of incorporation)	Place of business	Percentage of equity held by the Group	
		2016 %	2015 %
<b>Property</b>			
*@ Shanghai Huimei Property Co Ltd (People's Republic of China)	People's Republic of China	60.0	60.0
# Nordevo Investments Limited (British Virgin Islands)	People's Republic of China	50.0	50.0
& Scarborough DC Limited (England and Wales)	United Kingdom	50.0	–
<b>Held through joint venture</b>			
<sup>(2)</sup> China East Investment Limited (Hong Kong)	People's Republic of China	–	50.0

@ The Group has not accounted for its interests in Shanghai Metro City Commercial Management Co. Ltd. and Shanghai Huimei Property Co Ltd as subsidiaries although its interests is in excess of 50% because under the joint venture agreements, the joint venture parties are entitled to a share of the profits of the joint ventures in proportion to their respective capital contributions but have contractual joint control of the joint ventures and require unanimous consent for all major decisions over the relevant activities.

^ The Group has equity accounted for its interest in PT Metropolitan Retailmart and Gurney Investments Pte Ltd as associates in view of the fact that the Group does not have control of the entities but only significant influence over the entities.

<sup>(1)</sup> Commenced liquidation during the financial year.

<sup>(2)</sup> Disposed of during the financial year.

Ω Not required to be audited in the country of incorporation. These foreign subsidiaries are not considered significant as defined under Clause 718 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

All companies are audited by Ernst & Young LLP, Singapore except for the following:

+ Audited by member firms of Ernst & Young Global in the respective countries.

\* Audited for purpose of Group consolidation by member firms of Ernst & Young Global.

& Audited by other firms. These subsidiaries, joint ventures and associates are not considered significant as defined under Clause 718 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

# These significant foreign incorporated associates and joint ventures are audited by other firm which is considered a suitable auditing firm as it is one of the big four audit firms.



# Notes to the Financial Statements

For the financial year ended 31 March 2016

## 36. COMPARATIVE FIGURES

The following comparative figures in the cash flow statement have been reclassified to conform to the current year's presentation to better reflect the nature of the transactions through the allocation of foreign exchange adjustments to the respective activities.

	2015	
	As previously reported \$'000	As reclassified \$'000
<b>Consolidated Cash Flow Statement</b>		
<b>Operating cash flows before changes in working capital</b>		
Foreign exchange adjustments	2,582	(5,794)
<b>Operating cash flows before changes in working capital</b>	(4,623)	(12,999)
<b>Net cash flows used in operating activities</b>	(2,157)	(10,533)
<b>Cash flows from investing activities</b>		
Currency realignment	–	12,564
<b>Net cash flows generated from investing activities</b>	157,348	169,912
<b>Cash flows from financing activities</b>		
Currency realignment	–	(4,188)
<b>Net cash flows used in financing activities</b>	(50,630)	(54,818)

## 37. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements for the year ended 31 March 2016 were authorised for issue in accordance with a resolution of the directors on 17 June 2016.

# Statistics of Shareholdings

As at 13 June 2016

Number of issued and paid up shares (excluding treasury shares)	: 828,035,874
Amount of issued and paid up shares	: S\$165,464,900
Class of shares	: Ordinary shares
Voting rights	: 1 vote per share
Treasury shares	: 3,512,800

## TWENTY LARGEST SHAREHOLDERS

No.	Shareholder's Name	No. of Shares Held	%
1	ENG KUAN COMPANY PRIVATE LIMITED	133,555,636	16.13
2	NGEE ANN DEVELOPMENT PTE LTD	82,995,056	10.02
3	MAYBANK NOMINEES (SINGAPORE) PRIVATE LIMITED	55,701,388	6.73
4	CITIBANK NOMINEES SINGAPORE PTE LTD	54,782,986	6.62
5	DYNAMIC HOLDINGS PTE LTD	48,293,203	5.83
6	LEROY SINGAPORE PTE LTD	47,758,905	5.77
7	DBS NOMINEES PTE LTD	32,628,263	3.94
8	BANK OF SINGAPORE NOMINEES PTE LTD	24,744,796	2.99
9	RAFFLES NOMINEES (PTE) LTD	20,694,433	2.50
10	BNP PARIBAS SECURITIES SERVICES	16,001,300	1.93
11	UNITED OVERSEAS BANK NOMINEES PTE LTD	10,803,530	1.30
12	LEE YUEN SHIH	10,088,200	1.22
13	PHILLIP SECURITIES PTE LTD	8,575,473	1.04
14	HL BANK NOMINEES (SINGAPORE) PTE LTD	8,543,584	1.03
15	DBS VICKERS SECURITIES (SINGAPORE) PTE LTD	8,219,253	0.99
16	MORPH INVESTMENTS LTD	8,110,600	0.98
17	ONG SIOE HONG	7,211,182	0.87
18	SHAW VEE KING	6,581,500	0.79
19	MONCONCEPT INVESTMENTS PTE LTD	5,132,512	0.62
20	TEO CHENG TUAN DONALD	5,000,000	0.60
	<b>TOTAL</b>	<b>595,421,800</b>	<b>71.90</b>

## DISTRIBUTION OF SHAREHOLDERS BY SIZE OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%	No. of Shares	%
1 - 99	101	1.83	3,314	0.00
100 - 1,000	344	6.23	186,478	0.02
1,001 - 10,000	2,226	40.35	13,538,992	1.64
10,001 - 1,000,000	2,798	50.72	156,099,600	18.85
1,000,001 AND ABOVE	48	0.87	658,207,490	79.49
<b>TOTAL</b>	<b>5,517</b>	<b>100.00</b>	<b>828,035,874</b>	<b>100.00</b>

**Note:** Percentage is computed based on 828,035,874 issued shares (excluding 3,512,800 shares held as treasury shares) as at 13 June 2016.



# Substantial Shareholders

As at 13 June 2016

	Direct Interest	% <sup>(7)</sup>	Deemed Interest	% <sup>(7)</sup>
Estate of Mr Jopie Ong Hie Koan	-	-	285,047,743 <sup>(1)</sup>	34.425
Eng Kuan Company Private Limited	133,555,636	16.129	55,439,999 <sup>(2)</sup>	6.695
Dynamic Holdings Pte Ltd	48,293,203	5.832	-	-
Leroy Singapore Pte Ltd	47,758,905	5.768	-	-
Ong Jen Yaw	70,540	0.009	215,503,049 <sup>(3)</sup>	26.026
Ong Ling Ling	75,360	0.009	285,047,743 <sup>(4)</sup>	34.425
Ong Jenn	63,360	0.008	285,047,743 <sup>(4)</sup>	34.425
Ong Ching Ping	63,360	0.008	285,047,743 <sup>(4)</sup>	34.425
Ong Sek Hian (Wang ShiXian)	63,360	0.008	285,047,743 <sup>(4)</sup>	34.425
Ngee Ann Development Pte Ltd	82,995,056	10.023	-	-
Ngee Ann Kongsı	-	-	82,995,056 <sup>(5)</sup>	10.023
Takashimaya Company Limited	-	-	82,995,056 <sup>(6)</sup>	10.023

## Notes:

- <sup>(1)</sup> Estate of Mr Jopie Ong Hie Koan is deemed to be interested in the shares through the Estate's interests in Eng Kuan Company Private Limited ("Eng Kuan"), Dynamic Holdings Pte Ltd ("Dynamic") and Leroy Singapore Pte Ltd ("Leroy").
- <sup>(2)</sup> Eng Kuan's deemed interest is held through Maybank Nominees (Singapore) Private Limited.
- <sup>(3)</sup> Mr Ong Jen Yaw's deemed interest is held through Eng Kuan (188,995,635 shares) and Citibank Nominees Singapore Pte Ltd (26,507,414 shares). Mr Ong Jen Yaw is deemed to be interested in the shares through his interests in Eng Kuan.
- <sup>(4)</sup> Ms Ong Ling Ling, Mr Ong Jenn, Ms Ong Ching Ping and Mr Ong Sek Hian (Wang ShiXian) in their respective capacities as Joint Executors of the Estate of Mr Jopie Ong Hie Koan are deemed to be interested in 285,047,743 shares in which the Estate is interested. The foregoing deemed interest includes 48,293,203 shares in which they are each deemed interested through their respective interests in Dynamic.
- <sup>(5)</sup> Ngee Ann Kongsı is deemed to be interested in the shares through its interest in Ngee Ann Development Pte Ltd.
- <sup>(6)</sup> Takashimaya Company Limited is deemed to be interested in the shares through its interest in Ngee Ann Development Pte Ltd.
- <sup>(7)</sup> "%" is based on 828,035,874 issued shares (excluding treasury shares).

## PERCENTAGE OF SHAREHOLDINGS IN PUBLIC HANDS

To the best of the knowledge of the Company, the percentage of shareholding held in the hands of public as at 13 June 2016 is approximately 49.01% of the total issued shares, excluding treasury shares. Therefore, the Company complies with Rule 723 of the Listing Manual.

## TREASURY SHARES

As at 13 June 2016, the number of treasury shares held is 3,512,800 representing 0.42% of the total number of issued shares excluding treasury shares.

# Notice of Annual General Meeting and Notice of Books Closure Date

**NOTICE IS HEREBY GIVEN** that the Forty-Third Annual General Meeting of the Company will be held at Mandarin Ballroom I & II, Level 6, Main Tower, Mandarin Orchard Singapore by Meritus, 333 Orchard Road Singapore 238867 on 28 July 2016 at 11.00 a.m. for the purpose of transacting the following business:

## ORDINARY BUSINESS

1. To receive and adopt the Directors' Statement, Auditor's Report and Audited Financial Statements for the year ended 31 March 2016. **(Resolution 1)**
2. To declare the payment of a first and final tax exempt (one-tier) dividend of 2.0 cents per ordinary share for the year ended 31 March 2016. **(Resolution 2)**
3. To declare the payment of a special tax exempt (one-tier) dividend of 5.0 cents per ordinary share for the year ended 31 March 2016. **(Resolution 3)**
4. To re-appoint Mr Phua Bah Lee, who will retire under the resolution passed at last year's Forty-Second Annual General Meeting pursuant to Section 153(6) of the Companies Act, Chapter 50 of Singapore (which was then in force), as a Director of the Company. [refer to explanatory note (a)] **(Resolution 4)**
5. To re-appoint Lt-Gen (Retd) Winston Choo Wee Leong, who will retire under the resolution passed at last year's Forty-Second Annual General Meeting pursuant to Section 153(6) of the Companies Act, Chapter 50 of Singapore (which was then in force), as a Director of the Company. [refer to explanatory note (b)] **(Resolution 5)**
6. To re-elect Mr Gerald Ong Chong Keng, a Director retiring pursuant to Article 94 of the Company's Constitution. [refer to explanatory note (c)] **(Resolution 6)**
7. To re-elect Mr Lawrence Chiang Kok Sung, a Director retiring pursuant to Article 99 of the Company's Constitution. [refer to explanatory note (d)] **(Resolution 7)**
8. To approve the Directors' Fees of \$670,361 (2015: \$587,000) for the year ended 31 March 2016. **(Resolution 8)**
9. To re-appoint Ernst & Young LLP as the Company's Auditor and to authorise the Directors to fix its remuneration. **(Resolution 9)**

## SPECIAL BUSINESS

To consider and, if thought fit, to pass the following resolutions as ordinary resolutions:

### 10. Share Issue Mandate

That authority be and is hereby given to the Directors of the Company to:

- (a) (i) issue shares of the Company ("**shares**") whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, "**Instruments**") that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) 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 may in their absolute discretion deem fit; and



# Notice of Annual General Meeting and Notice of Books Closure Date

- (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instruments made or granted by the Directors while this Resolution was in force,

provided that:

- (1) the aggregate number of shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 50% of the total number of issued shares (excluding treasury shares) of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of shares to be issued other than on a pro rata basis to shareholders of the Company (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 20% of the total number of issued shares (excluding treasury shares) of the Company (as calculated in accordance with sub-paragraph (2) below);
- (2) (subject to such manner of calculation as may be prescribed by the Singapore Exchange Securities Trading Limited) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (1) above, the total number of shares (excluding treasury shares) shall be based on the total number of issued shares (excluding treasury shares) of the Company at the time this Resolution is passed, after adjusting for:
  - (a) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which are outstanding at the time this Resolution is passed; and
  - (b) any subsequent bonus issue, consolidation or subdivision of shares;
- (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the Singapore Exchange Securities Trading Limited for the time being in force (unless such compliance has been waived by the Singapore Exchange Securities Trading Limited) and the Constitution for the time being of the Company; and
- (4) (unless revoked or varied by the Company in general meeting) the authority conferred by this Resolution shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier. [refer to explanatory note (e)]

**(Resolution 10)**

## 11. Renewal of the Share Purchase Mandate

That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act, Chapter 50 of Singapore (the "**Companies Act**"), the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire ordinary shares of the Company ("**Shares**") not exceeding in aggregate the Maximum Limit (as hereafter defined), at such price or prices as may be determined by the Directors from time to time up to the Maximum Price (as hereafter defined), whether by way of:
  - (i) market purchase(s) on the Singapore Exchange Securities Trading Limited ("**SGX-ST**") and/or any other stock exchange on which the Shares may for the time being be listed and quoted ("**Other Exchange**"); and/or

## Notice of Annual General Meeting and Notice of Books Closure Date

- (ii) off-market purchase(s) (if effected otherwise than on the SGX-ST or, as the case may be, Other Exchange) in accordance with any equal access scheme(s) as may be determined or formulated by the Directors as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act,

and otherwise in accordance with all other laws and regulations and rules of the SGX-ST or, as the case may be, Other Exchange as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the “**Share Purchase Mandate**”);

- (b) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors of the Company pursuant to the Share Purchase Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Resolution and expiring on the earliest of:
  - (i) the date on which the next Annual General Meeting of the Company is held;
  - (ii) the date by which the next Annual General Meeting of the Company is required by law to be held; and
  - (iii) the date on which purchases or acquisitions of Shares pursuant to the Share Purchase Mandate are carried out to the full extent mandated;
- (c) in this Resolution:

“**Average Closing Price**” means the average of the closing market prices of the Shares over the last five market days on which the Shares were transacted on the SGX-ST or, as the case may be, Other Exchange, before the date of the market purchase by the Company, and deemed to be adjusted in accordance with the listing rules of the SGX-ST for any corporate action which occurs after the relevant five-day period;

“**date of the making of the offer**” means the date on which the Company makes an offer for the purchase or acquisition of Shares from shareholders, stating therein the purchase price (which shall not be more than the Maximum Price) for each Share and the relevant terms of the equal access scheme for effecting the off-market purchase;

“**Maximum Limit**” means that number of Shares representing 10% of the total number of issued Shares as at the date of the passing of this Resolution (excluding any Shares which are held as treasury shares);

“**Maximum Price**” in relation to a Share to be purchased or acquired, means the purchase price (excluding brokerage, commission, applicable goods and services tax and other related expenses) which shall not exceed:

- (i) in the case of a market purchase of a Share, 5% above the Average Closing Price; and
- (ii) in the case of an off-market purchase of a Share pursuant to an equal access scheme, the NTAV of a Share; and

“**NTAV of a Share**” means the net tangible asset value of a Share taken from the latest announced consolidated financial statements of the Company preceding the date of the making of the offer pursuant to the off-market purchase; and

- (d) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may consider expedient or necessary to give effect to the transactions contemplated and/or authorised by this Resolution. [refer to explanatory note (f)]

**(Resolution 11)**

# Notice of Annual General Meeting and Notice of Books Closure Date

**NOTICE IS HEREBY GIVEN** that the Share Transfer Books and Register of Members of the Company will be closed on 10 August 2016 for the purpose of determining shareholders' entitlements to the proposed first and final tax exempt (one-tier) dividend of 2.0 cents per ordinary share and the special tax exempt (one-tier) dividend of 5.0 cents per ordinary share for the financial year ended 31 March 2016 (the "**Proposed Dividends**").

Duly completed transfers received by the Company's Registrar, Tricor Barbinder Share Registration Services, 80 Robinson Road, #02-00, Singapore 068898 up to 5.00 p.m. on 8 August 2016 will be registered before shareholders' entitlements to the Proposed Dividends are determined.

Shareholders (being Depositors) whose securities accounts with The Central Depository (Pte) Limited are credited with shares as at 5.00 p.m. on 8 August 2016 will rank for the Proposed Dividends.

The Proposed Dividends, if approved at the Forty-Third Annual General Meeting of the Company to be held on 28 July 2016, will be paid on 18 August 2016.

By Order of the Board  
Tan Ching Chek and Lee Chin Yin  
Joint Company Secretaries

12 July 2016  
Singapore

## **Explanatory Notes:**

- (a) This is to approve and authorise the continuation of Mr Phua Bah Lee in office, as a Director of the Company, from the date of this Annual General Meeting onwards without limitation in tenure save for prevailing applicable laws, listing rules and/or regulations, including the Company's Constitution. This is consequent upon the repeal of Section 153 of the Companies Act, Chapter 50 of Singapore, with effect from 3 January 2016. The resolution passed pursuant to Section 153(6) of the Companies Act at last year's Annual General Meeting (as Section 153 was then still in force) could only permit the re-appointment of Mr Phua Bah Lee, being over 70 years of age, to hold office as a Director of the Company, until this Annual General Meeting.

Mr Phua Bah Lee, if re-appointed, will continue to serve as the Chairman of the Remuneration Committee and a member of the Audit Committee and Nominating Committee. Mr Phua Bah Lee is considered by the Board of Directors as an Independent Director. For more information on Mr Phua Bah Lee, please refer to the "Board of Directors" and "Corporate Governance" sections in the Annual Report 2016.

- (b) This is to approve and authorise the continuation of Lt-Gen (Retd) Winston Choo Wee Leong in office, as a Director of the Company, from the date of this Annual General Meeting onwards without limitation in tenure save for prevailing applicable laws, listing rules and/or regulations, including the Company's Constitution. This is consequent upon the repeal of Section 153 of the Companies Act, Chapter 50 of Singapore, with effect from 3 January 2016. The resolution passed pursuant to Section 153(6) of the Companies Act at last year's Annual General Meeting (as Section 153 was then still in force) could only permit the re-appointment of Lt-Gen (Retd) Winston Choo Wee Leong, being over 70 years of age, to hold office as a Director of the Company, until this Annual General Meeting.

Lt-Gen (Retd) Winston Choo Wee Leong, if re-appointed, will continue to serve as the Chairman of the Board, Chairman of the Nominating Committee and a member of the Remuneration Committee. Lt-Gen (Retd) Winston Choo Wee Leong is considered by the Board of Directors as an Independent Director. For more information on Lt-Gen (Retd) Winston Choo Wee Leong, please refer to the "Board of Directors" and "Corporate Governance" sections in the Annual Report 2016.

## Notice of Annual General Meeting and Notice of Books Closure Date

- (c) Mr Gerald Ong Chong Keng, if re-elected, will continue to serve as a member of the the Audit, Nominating and Remuneration Committees. Mr Gerald Ong Chong Keng is considered by the Board of Directors as a Non- Independent Director. For more information on Mr Gerald Ong Chong Keng, please refer to the “Board of Directors” and “Corporate Governance” sections in the Annual Report 2016.
- (d) Mr Lawrence Chiang Kok Sung is considered by the Board of Directors as a Non-Independent Director. For more information on Mr Lawrence Chiang Kok Sung, please refer to the “Board of Directors” and “Corporate Governance” sections in the Annual Report 2016.
- (e) The proposed ordinary resolution 10 above, if passed, will empower the Directors of the Company from the date of the Annual General Meeting to issue shares of the Company up to the limits as specified in the resolution for such purposes as they consider would be in the interests of the Company. This authority will continue in force until the next Annual General Meeting of the Company, unless previously revoked or varied at a general meeting.
- (f) The proposed ordinary resolution 11 above, if passed, will empower the Directors of the Company, effective until the date of the next Annual General Meeting of the Company, or the date by which the next Annual General Meeting of the Company is required by law to be held or the date on which such authority is carried out to the full extent mandated or is varied or revoked by the Company in a general meeting, whichever is the earliest, to exercise the power of the Company to purchase or acquire its Shares. The Company intends to use internal sources of funds, external borrowings, or a combination of internal resources and external borrowings, to finance purchases or acquisitions of its Shares. The amount of financing required for the Company to purchase or acquire its Shares, and the impact on the Company’s financial position, cannot be ascertained as at the date of this Notice as these will depend on, *inter alia*, whether the Shares are purchased or acquired out of capital and/or profits of the Company, the aggregate number of Shares purchased or acquired, and the consideration paid at the relevant time. For illustrative purposes only, the financial effects of an assumed purchase or acquisition by the Company of 10% of its issued Shares (excluding treasury shares) as at 13 June 2016, at a purchase price equivalent to the Maximum Price per Share, in the case of a market purchase and an off-market purchase respectively, based on the audited financial statements of the Group and the Company for the financial year ended 31 March 2016 and certain assumptions, are set out in Paragraph 2.7 of the Company’s Letter to Shareholders dated 12 July 2016.



# Notice of Annual General Meeting and Notice of Books Closure Date

## Notes:

- (i) (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the Annual General Meeting. Where such member's form of proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the form of proxy.
- (b) A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the Annual General Meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.

"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act, Chapter 50 of Singapore.

- (ii) A proxy need not be a member of the Company.
- (iii) If a proxy is to be appointed, the instrument of proxy must be deposited at the office of the Company's Share Registrar, Tricor Barbinder Share Registration Services, 80 Robinson Road #11-02, Singapore 068898 not less than 48 hours before the time appointed for holding the Annual General Meeting.
- (iv) The instrument of proxy must be signed by the appointor or his attorney duly authorised in writing. In the case of joint shareholders, all holders must sign the instrument of proxy.

## Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the Annual General Meeting and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of proxies and representatives appointed for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, take-over rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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**METRO HOLDINGS LIMITED**  
 Company Registration No.: 197301792W  
 (Incorporated in the Republic of Singapore)

# ANNUAL GENERAL MEETING PROXY FORM

**IMPORTANT**

1. Relevant intermediaries (as defined in Section 181 of the Companies Act, Chapter 50 of Singapore) may appoint more than two proxies to attend, speak and vote at the Annual General Meeting.
2. For CPF/SRS investors who have used their CPF/SRS monies to buy Metro Holdings Limited shares, this Proxy Form is not valid for use by them and shall be ineffective for all intents and purposes if used or purported to be used by them. CPF/SRS investors should contact their respective Agent Banks/SRS Operators if they have any queries regarding their appointment as proxies.

Personal Data Privacy

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 12 July 2016.

I/We (Name) \_\_\_\_\_, (NRIC/Passport No./Co.Regn. No.) \_\_\_\_\_  
 of (Address) \_\_\_\_\_, being a member/members  
 of METRO HOLDINGS LIMITED (the "Company") hereby appoint:

Name	Address	NRIC/Passport Number	Proportion of Shareholdings (%)

and/or (delete as appropriate)

Name	Address	NRIC/Passport Number	Proportion of Shareholdings (%)

or failing the person, or either or both of the persons, referred to above, the Chairman of the Meeting, as my/our proxy/proxies to attend, speak and vote for me/us on my/our behalf at the Forty-Third Annual General Meeting of the Company (the "Meeting") to be held at Mandarin Ballroom I & II, Level 6, Main Tower, Mandarin Orchard Singapore by Meritus, 333 Orchard Road Singapore 238867 on 28 July 2016 at 11.00 a.m. and at any adjournment thereof. I/We direct my/our proxy/proxies to vote for or against the resolutions to be proposed at the Meeting as indicated hereunder. If no specific direction as to voting is given, the proxy/proxies will vote or abstain from voting at his/their discretion, as he/they will on any other matter arising at the Meeting.

No.	Resolutions	For	Against
<b>ORDINARY BUSINESS</b>			
1.	To adopt the Directors' Statement, Auditor's Report and Audited Financial Statements		
2.	To declare First and Final Dividend		
3.	To declare Special Dividend		
4.	To re-appoint Mr Phua Bah Lee as a Director of the Company		
5.	To re-appoint Lt-Gen (Retd) Winston Choo Wee Leong as a Director of the Company		
6.	To re-elect Mr Gerald Ong Chong Keng, a Director retiring under Article 94 of the Company's Constitution		
7.	To re-elect Mr Lawrence Chiang Kok Sung, a Director retiring under Article 99 of the Company's Constitution		
8.	To approve Directors' Fees		
9.	To re-appoint Ernst & Young LLP as Auditor and authorise the Directors to fix its remuneration		
<b>SPECIAL BUSINESS</b>			
10.	To approve the Share Issue Mandate		
11.	To approve the Renewal of the Share Purchase Mandate		

Voting will be conducted by poll. If you wish to exercise all your votes For or Against, please tick with '√'. Alternatively, please indicate the number of votes For or Against each resolution.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2016.

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

<b>Total Number of Shares Held</b>	
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**IMPORTANT: PLEASE READ NOTES OVERLEAF**

**NOTES:**

1. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the Meeting. Where such member's form of proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the form of proxy.
- (b) A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the Meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.

"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act, Chapter 50 of Singapore.

2. A proxy need not be a member of the Company.
3. Completion and return of this instrument appointing a proxy or proxies shall not preclude a member from attending, speaking and voting at the Meeting. Any appointment of a proxy or proxies shall be deemed to be revoked if a member attends the Meeting in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the instrument of proxy to the Meeting.
4. A member should insert the total number of shares held. If the member has shares entered against his name in the Depository Register (maintained by The Central Depository (Pte) Limited), he should insert that number of shares. If the member has shares registered in his name in the Register of Members (maintained by or on behalf of the Company), he should insert that number of shares. If the member has shares entered against his name in the Depository Register and registered in his name in the Register of Members, he should insert the aggregate number of shares. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by the member.
5. The instrument appointing a proxy or proxies must be deposited at the office of the Company's Share Registrar, Tricor Barbinder Share Registration Services, 80 Robinson Road #11-02, Singapore 068898 not less than 48 hours before the time appointed for holding the Meeting.
6. The instrument appointing a proxy or proxies must be under the hand of the appointor or of his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or a duly authorised officer.
7. Where the instrument appointing a proxy or proxies is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged together with the instrument, failing which the instrument may be treated as invalid.
8. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the Meeting, in accordance with Section 179 of the Companies Act, Chapter 50 of Singapore.

**GENERAL:**

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

# Corporate Data

## BOARD OF DIRECTORS

Lt-Gen (Retd) Winston Choo Wee Leong  
Chairman, Non-Executive and Independent

Phua Bah Lee  
Director, Non-Executive and Independent

Gerald Ong Chong Keng  
Director, Non-Executive

Fang Ai Lian  
Director, Non-Executive and Independent

Tan Soo Khoon  
Director, Non-Executive and Independent

Lawrence Chiang Kok Sung  
Group Chief Executive Officer, Director, Executive

## AUDIT COMMITTEE

Fang Ai Lian  
Chairman

Phua Bah Lee  
Gerald Ong Chong Keng  
Tan Soo Khoon

## NOMINATING COMMITTEE

Lt-Gen (Retd) Winston Choo Wee Leong  
Chairman

Phua Bah Lee  
Gerald Ong Chong Keng  
Fang Ai Lian

## REMUNERATION COMMITTEE

Phua Bah Lee  
Chairman

Lt-Gen (Retd) Winston Choo Wee Leong  
Gerald Ong Chong Keng

## INVESTMENT COMMITTEE

Lt-Gen (Retd) Winston Choo Wee Leong  
Chairman

Gerald Ong Chong Keng  
Tan Soo Khoon  
Lawrence Chiang Kok Sung

## SECRETARIES

Tan Ching Chek  
Lee Chin Yin

## AUDITORS

Ernst & Young LLP  
Lim Siew Koon  
Engagement Partner  
(Since financial year ended 31 March 2013)

## PRINCIPAL BANKERS

DBS Bank Ltd  
United Overseas Bank Ltd  
The Hongkong and Shanghai Banking Corporation Ltd  
Malayan Banking Berhad

## REGISTRARS

Tricor Barbinder Share Registration Services  
(A division of Tricor Singapore Pte. Ltd.)  
80 Robinson Road, #02-00  
Singapore 068898  
Tel : (65) 6236 3333

## REGISTERED OFFICE

391A Orchard Road  
#19-00 Tower A  
Ngee Ann City  
Singapore 238873  
Tel : (65) 6733 3000  
Fax : (65) 6735 3515  
Website : [www.metroholdings.com.sg](http://www.metroholdings.com.sg)

## INVESTOR RELATIONS CONTACTS

Citigate Dewe Rogerson, i.MAGE Pte Ltd  
Dolores Phua/Han Zhongchou  
55 Market Street #02-01  
Singapore 048941  
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[dolores.phua@citigatedrimage.com](mailto:dolores.phua@citigatedrimage.com)  
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