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ANNUAL REPORT 2021

This annual report has been prepared by the Company and its contents have been reviewed by the Company's sponsor, ZICO Capital Pte. Ltd. (the "**Sponsor**"), in accordance with Rule 226(2)(b) of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") Listing Manual Section B: Rules of Catalyst.

This annual report has not been examined or approved by the SGX-ST and the SGX-ST assumes no responsibility for the contents of this annual report, including the correctness of any of the statements or opinions made, or reports contained in this annual report.

The contact person for the Sponsor is Ms. Alice Ng, Director of Continuing Sponsorship, ZICO Capital Pte. Ltd. at 8 Robinson Road, #09-00 ASO Building, Singapore 048544, telephone (65) 6636 4201.

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CORPORATE PROFILE AND OUR BUSINESS

Since 1991, Versalink Holdings Limited (“**Versalink**” or the “**Company**” and, together with its subsidiaries, the “**Group**”) has grown to become one of the leading manufacturers of mid to high-end System Furniture in Malaysia.

The Company attributes its success to Mr Law Boon Seng, an Executive Director of the Company as well as the father of Mr Law Kian Siong (Executive Director of the Company and Chief Executive Officer of the Group). Mr Law Boon Seng first went into the furniture business in 1979 when he started a business specializing in the manufacture of kitchen cabinets and bedroom furniture.

Today, after more than 20 years, Versalink has built a wide customer base that spans more than 40 countries in Africa, Australasia, Asia, Middle East and North America. Its customers include architects, contractors, corporate customers, dealers, designers and OEM customers, both in Malaysia as well as overseas.

Versalink has been endeavoring to develop, design and produce modern system furniture since its establishment. The Group had received numerous awards and certifications over the years, which is a testament to Versalink as one of the key players in the system furniture industry in Malaysia.

In order to maintain its position as one of the leaders in system furniture both in Malaysia and in the world, the Group dedicates its resources to continuous research and development to ensure that its system furniture remains in the forefront of revolutionary design. In addition, the Group devotes its resources to giving back to society by implementing various socially and environmentally responsible practices.

The Group is principally engaged in the design, manufacture and supply of a wide range of system furniture under its “Versalink” and “AD MAIORA” brands or on an OEM basis that can be tailored to its customers’ specifications.

The Group also supplies ancillary products such as seating models and work tools that are sourced from third party manufacturers. The Group is also the reseller for various established international third party brands of premium office furniture, such as ZÜCO Bürositzmöbel of AG Switzerland and Dauphin Human Design of Germany.

As part of its value-added service to its customers, the Group also provides workspace planning and consulting services to customers who require advice on optimizing their usage of space and/or customization of system furniture.

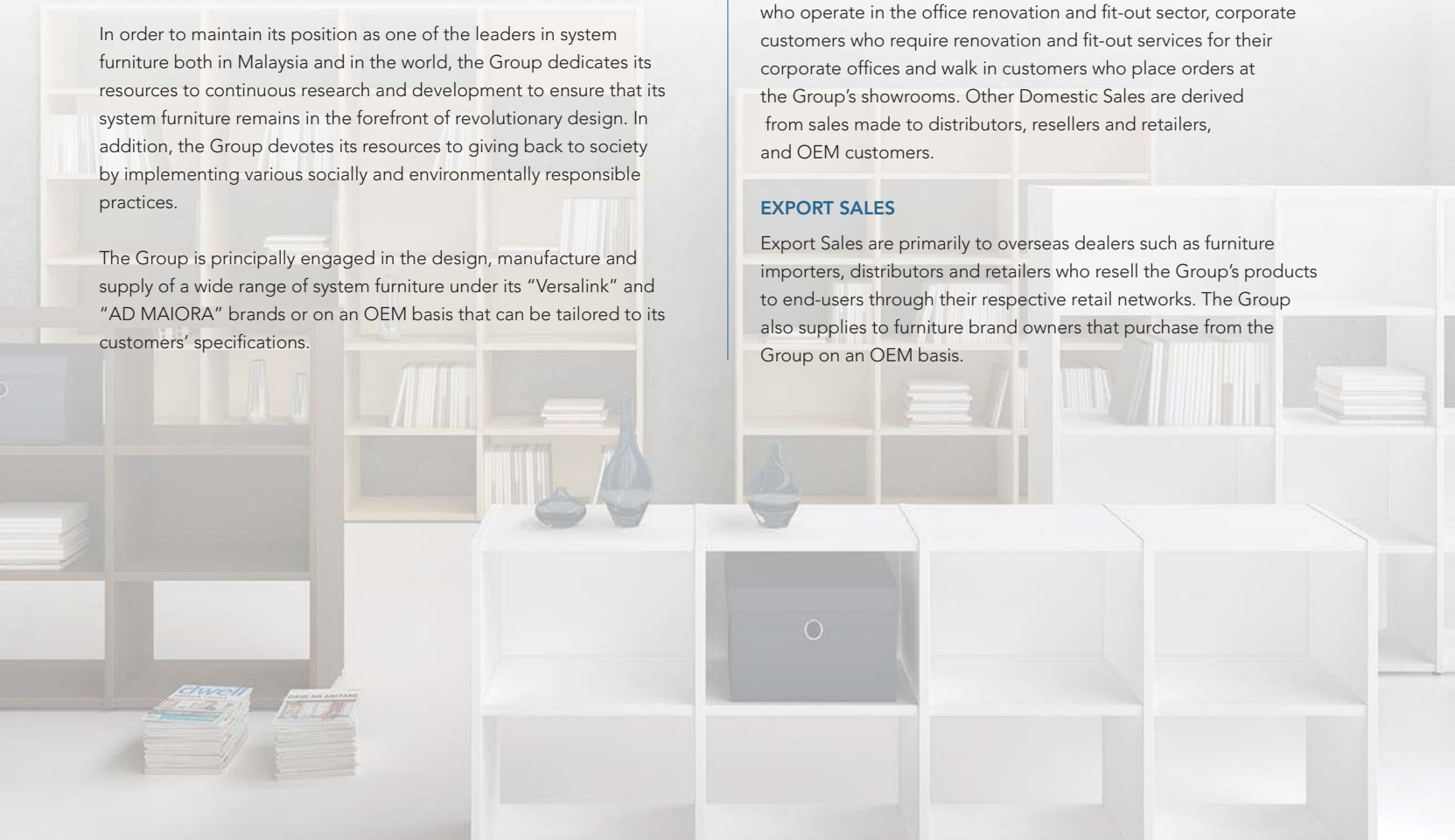
The Group has two business divisions, namely Domestic Sales (Malaysia) and Export Sales.

DOMESTIC SALES

Domestic Sales are derived mainly from project sales by way of tenders, and directly negotiated contracts with contractors who operate in the office renovation and fit-out sector, corporate customers who require renovation and fit-out services for their corporate offices and walk in customers who place orders at the Group’s showrooms. Other Domestic Sales are derived from sales made to distributors, resellers and retailers, and OEM customers.

EXPORT SALES

Export Sales are primarily to overseas dealers such as furniture importers, distributors and retailers who resell the Group’s products to end-users through their respective retail networks. The Group also supplies to furniture brand owners that purchase from the Group on an OEM basis.



CORPORATE INFORMATION

BOARD OF DIRECTORS

Chin Chee Choon

Independent Non-Executive Chairman

Datuk Lim Tong Lee

Independent Non-Executive Director

Dato' Dr Lee Chung Wah

Independent Non-Executive Director

Law Kian Siong (Matthew Law)

Executive Director and
Group Chief Executive Officer

Law Kian Guan (Adam Law)

Executive Director

Law Boon Seng (Roland Law)

Executive Director

AUDIT COMMITTEE

Chin Chee Choon
(Chairman)
Datuk Lim Tong Lee
Dato' Dr Lee Chung Wah

NOMINATING COMMITTEE

Dato' Dr Lee Chung Wah
(Chairman)
Chin Chee Choon
Datuk Lim Tong Lee
Roland Law

REMUNERATION COMMITTEE

Datuk Lim Tong Lee
(Chairman)
Chin Chee Choon
Dato' Dr Lee Chung Wah

COMPANY SECRETARY

Seah Kim Swee

REGISTERED OFFICE

8 Wilkie Road
#03-01 Wilkie Edge
Singapore 228095
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Boardroom Corporate & Advisory Services Pte. Ltd.
50 Raffles Place
#32-01 Singapore Land Tower
Singapore 048623

AUDITORS

RSM Chio Lim LLP
8 Wilkie Road
#04-08 Wilkie Edge
Singapore 228095
T : (65) 6533 7600
F : (65) 6594 7811
Audit Partner-in-charge: See Ling Ling, Helen
(Chartered Accountant Singapore,
a member of the Institute of
Singapore Chartered Accountants)
Effective from financial year ended
28 February 2021

SPONSOR

ZICO Capital Pte. Ltd.
8 Robinson Road
#09-00 ASO Building
Singapore 048544

PRINCIPAL PLACE OF BUSINESS

Lot 6119 Jalan Haji Salleh
Batu 5½, Off Jalan Meru
41050 Klang
Selangor Darul Ehsan
Malaysia
T : (603) 3392 6888
F : (603) 3392 3377

PRINCIPAL BANKER

Malayan Banking Berhad
Suite 2.01 (Level 2)
Intan Millennium Square
68 Jalan Batai Laut 4, Taman Intan
41300 Klang
Selangor Darul Ehsan
Malaysia

United Overseas Bank (Malaysia) Berhad
(Kuala Lumpur Main Branch)
Level 9, Menara UOB
Jalan Raja Laut
50350 Kuala Lumpur
Malaysia

DIRECTORS' PROFILE

Chin Chee Choon

Independent Non-Executive Chairman

Chin Chee Choon was appointed as the Independent Non-Executive Chairman on 18 April 2019.

He is currently the Head of Advisory Nexia TS Public Accounting Corporation ("**Nexia TS**"), a member firm of Nexia International and associated with Smith & Williamson of the United Kingdom. Nexia International is an established network of accounting firms ranked within the Top Ten Accounting Firms globally.

Chin Chee Choon has more than 20 years of collective experience in Assurance and Auditing, Corporate Governance, Internal Audit, Risk Management and Advisory and IPOs.

Chin Chee Choon heads the Advisory Services Division of Nexia TS where he leads and strategically drives the firm's advisory business together with the respective business unit heads. This would include working with other strategic partners especially on the areas of digitization and technology related companies. He is also the engagement and signing director for the statutory audit of companies from various industries and sizes including companies listed on the Singapore Stock Exchange ("**SGX-ST**").

He is a member of the Audit Committee of Nexia International where his roles include performing Quality Control Reviews (QCR) of all Nexia member firms and also potential new firms, as well as reviewing QCR Reports prepared by other audit committee members to be approved by Nexia International Board Members.

Prior to joining Nexia TS, Chin Chee Choon was a Senior Manager with PricewaterhouseCoopers from 2006 to 2007 and with Deloitte from 1997 to 2003. He was also with two US MNCs as their internal audit manager in the oil and gas, and IT industry from 2003 to 2005.

Chin Chee Choon is a Public Accountant and a Fellow Chartered Accountant of the Institute of Singapore Chartered Accountants and a Certified Internal Auditor.

Chin Chee Choon was re-appointed as an Independent Non-Executive Chairman on 26 June 2019.

He is retiring pursuant to Article 114 of the Company's Constitution and will not be seeking re-election at the upcoming Annual General Meeting.

Other Present Listed Directorship:

Allied Technologies Ltd
Southern Alliance Mining Ltd

Past Listed Directorship (Preceding Five Years):

Choo Chiang Holdings Ltd

Law Kian Siong (Matthew Law)

Executive Director and Group Chief Executive Officer

Matthew Law was appointed as Executive Director on 21 August 2014. He joined the Group in January 1994 and was appointed as Chief Executive Officer (“CEO”) of the Group since 2012. As the CEO, he is responsible for the Group’s strategic direction and expansion plans, developing and maintaining relationships with the customers and suppliers as well as overseeing the Group’s general operations, in particular, research and development, warehouse, quality assurance, logistics and purchasing departments. He has more than 20 years of experience in the furniture industry and has been instrumental in the establishment and development of the Group’s business.

Matthew Law holds a Bachelor’s Degree in Business Administration from Camden University of the USA, and is currently on the Board of Trustee of the Malaysian Timber Council, the Secretary General of the Malaysian Furniture Council and the President of the KL and Selangor Furniture Association.

Matthew Law was re-appointed as an Executive Director on 26 June 2019.

Other Present Listed Directorship:

NIL

Past Listed Directorship (Preceding Five Years):

NIL

Law Boon Seng (Roland Law)

Executive Director

Roland Law was appointed as Executive Director on 7 October 2020. He is the Pioneer Member and the Visionary Leader who founded the Company in 1991, which has since grown, expanded and successfully listed on the Catalist board of the SGX-ST in 2014.

Roland Law is responsible for overseeing the operations in the Group which includes Manufacturing, Operations and Sales where he spearheads strategic directives and implements marketing plans. With his history of profound success, hands on demonstrated leadership skills, global insights and entrepreneurial experience, the Group will be able to tap on Roland Law’s ability to enhance operational efficiency through strategies for cost savings and proficiencies in the diverse worldwide of furniture.

Roland Law is retiring pursuant to Article 118 of the Company’s Constitution and will be seeking re-election at the upcoming Annual General Meeting.

Other Present Listed Directorship:

NIL

Past Listed Directorship (Preceding Five Years):

NIL

DIRECTORS' PROFILE

Law Kian Guan (Adam Law)

Executive Director

Adam Law was appointed as Executive Director on 21 April 2014. He joined the Group in September 2005. Adam Law has more than 14 years of experience in the furniture industry. He oversees the progress and achievement of special projects including furniture manufacturing processes and other special projects as directed by management of the Company from time to time. He is in charge of the production, project and site management aspects of the Group and the technical aspects of the products. He also enforces the Group's procedures and policies and oversees the production and technical departments.

Adam Law holds a National Technical Certificate Grade 3 in Motor Vehicle Mechanics and a Certificate of Apprenticeship in Automotive Technology (Light Vehicles) from the Institute of Technical Education, and a Certificate of Participation (Solid Edge with Synchronous Technology Fundamental Training) from Esolid Solutions Sdn Bhd of Malaysia.

Adam Law was re-appointed as an Executive Director on 29 June 2018. He is retiring pursuant to Article 114 of the Company's Constitution and will be seeking re-election at the upcoming Annual General Meeting.

Other Present Listed Directorship:

NIL

Past Listed Directorship (Preceding Five Years):

NIL

Datuk Lim Tong Lee

Independent Non-Executive Director

Datuk Lim Tong Lee was appointed as an Independent Non-Executive Director on 18 April 2019. He has over 30 years working experience in private equity, corporate finance and auditing. He was the Head of Corporate Finance with KGI Fraser Securities Pte Ltd, Singapore from 2015 to 2017, Venstar Capital Management Pte Ltd, Singapore, from 2014 to 2015 as Senior Vice President, AmWater Investments Management Pte Ltd in 2013 as Chief Investment Officer and AmFraser Securities Pte Ltd, Singapore as Director/Head of Corporate Finance from 2007 to 2012. He was with AmInvestment Bank Berhad from 1995 to 1997 and 1999 to 2007 with his last position as Director of Corporate Finance. He was attached to Ernst & Young, Kuala Lumpur office for 5 years prior to joining AmInvestment Bank in 1995. Between 1997 to 1999, he was employed as the General Manager, Corporate Finance of a property development company in Malaysia.

Datuk Lim Tong Lee is a Fellow Member of Association of Chartered Certified Accountants, United Kingdom, as well as a Member of Malaysian Institute of Accountants and Malaysian Institute of Certified Public Accountants.

Datuk Lim Tong Lee was re-appointed as an Independent Non-Executive Director on 26 June 2019.

Other Present Listed Directorship:

Valuemax Group Limited
LBS Bina Group Berhad

Past Listed Directorship (Preceding Five Years):

NIL

Dato' Dr Lee Chung Wah

Independent Non-Executive Director

Dato' Dr Lee Chung Wah was appointed as an Independent Non-Executive Director on 7 October 2020. Dato' Dr Lee spent more than a decade in financial technology when he assumed the position of CEO and executive director of J & C Pacific Sdn Bhd (a subsidiary of INSAS Berhad, which is listed on the Main Board of Bursa Malaysia) from 2009 to 2016. He was in charge of several business units in Asean region. As a serial techno entrepreneur and investor, he is one of the partners of International Supply Chain Alliance Ltd. Hong Kong, a leading supply chain and logistics platform internet company which owns www.oym56lm.com with main operations in the Greater China. As an active Fintech entrepreneur, Dato' Dr Lee was listed as an inventor to several granted patents under the Patent Cooperation Treaty and World Intellectual Property Organization in Australia, Singapore, United States of America and others. Prior to that, he was the general manager of INSAS Berhad from 2006 to 2007.

Presently, Dato' Dr Lee Chung Wah sits on the board of The One Smart City Development Limited, a company related to China High Precision and Automation Group Limited which is listed on the Hong Kong Stock Exchange. He also serves as an Independent Non-Executive Director of Jadi Imaging Holdings Berhad, which is listed on the Main Board of Bursa Malaysia, since 2018, of which he is a member of the Audit and Nomination Committees. Further, he is also a director of Salcon WP Sdn Bhd, a subsidiary of Salcon Berhad, which is listed on the Main Board of Bursa Malaysia.

Dato' Dr Lee Chung Wah graduated with a Bachelor of Business from University of Southern Queensland, Australia, a Postgraduate Diploma in Business Administration from University of Staffordshire, UK and a Doctorate of Business Administration from University of Atlanta, USA.

Dato' Dr Lee Chung Wah is retiring pursuant to Article 118 of the Company's Constitution and will be seeking re-election at the upcoming Annual General Meeting.

Other Present Listed Directorship:

Jadi Imaging Holdings Berhad

Past Listed Directorship (Preceding Five Years):

Jadi Imaging Holdings Berhad

KEY MANAGEMENT

Ong Ying Ling

Group Financial Director

Ong Ying Ling was appointed as Group Finance Director since April 2012. Ong Ying Ling's major role and responsibilities include, but are not limited to providing strategic and financial guidance to ensure that the Company's financial commitments are met, fully complying with Singapore as well as Malaysia local regulations, financial standards and policies, which include best practices in corporate governance aligned to safeguard the Company's business model and assets. Ong Ying Ling, having tendered her resignation in May 2021, remains as Group Finance Director until her effective date of resignation on 30 June 2021.

Ong Ying Ling started her career as an Audit Senior I at BDO Binder, Certified Public Accountants, in Malaysia in 1988. In 1994, she worked as an Audit Senior II at Ernst & Young, Certified Public Accountants, in Malaysia. In 1995, she became the Group Finance Manager at Super Enterprise Holdings Berhad, a company listed on the main market of Bursa Malaysia. In 2003, she worked as the Group Internal Audit Manager of Super Enterprise Holdings Berhad, and became the Group Finance and Administration Manager in 2004.

Ong Ying Ling has completed the following examinations conducted by the Malaysia Association of Certified Public Accountants: Foundation Examination, Professional Examination I and Professional Examination II (Module 5).

Len Kwai Keong

Research and Development Manager

Len Kwai Keong joined the Group in February 1994 and is currently the Research and Development Manager. He is responsible for the technical drawings, bills of materials and assisted in the design of new products.

Len Kwai Keong started as an apprentice in the production line of the Group for 8 years learning how to make furniture. In 2011, he was transferred to the Research and Development Department of the Group as a Designer, and was promoted to Research and Development Supervisor in 2012. He continued to work in the Group, and with his more than 20 years of work experience and expertise in furniture industry, he was then promoted to Research and Development Manager in May 2015.

Len Kwai Keong has extensive knowledge and skills in furniture making, has completed advanced training in Inventor 2008: Advanced Part Modeling, Solid Edge with Synchronous Technology, Autodesk and 3Ds Max.

Vision

Our ultimate vision is to become a conscious-centred ethical global company, where we incorporate social goals in all our business goals, so as to maximise improvements in financial, social and environment well-being for all our stakeholders and the Mother Earth.

Mission

Our mission is to create good impact in all that we do, through conscious business ethics where we develop best business practices and policies that lead us to operate based on Higher Consciousness decision-making and actions, and to experience higher levels of success, a more satisfied workforce, growth and longevity. We practice mindful awareness and do what is best for the whole by considering the impact on our employees, customers, suppliers, shareholders, the environment, and our community for each choice made, so as to ensure a strong foundation of integrity, support, good-will and ethical behaviour in businesses.



Core Values

1. **ACT WITH INTEGRITY**
We believe that everything starts with integrity. We act with integrity and being honest, doing the right thing even when no one is watching.
2. **RESPECT OURSELVES AND OTHERS**
We treat ourselves and others with dignity and respect, while being tolerant and accepting of differences. We are mindful of our own thoughts, words and action at all times.
3. **KEEP OUR COMMITMENTS**
We keep our commitments by leading ourselves to do our best. We persevere and never give up.
4. **BEING RESPONSIBLE**
We believe that we ourselves are responsible for everything that we do and every outcome of our own thoughts, words and actions. We do not blame others. We work together to achieve our goals as a team towards our common vision and goals.
5. **POSITIVE ATTITUDE**
We believe that with the right mental attitude while staying positive at all times, everything is possible. With this, we would then be able to achieve prosperity in our lives, not only financially, but also love, health and happiness for ourselves and the people around us.
6. **SHARING AND CARING**
It is our nature and joy to share and care. We believe that we have the abundance of wealth, knowledge, skills and experiences to share with everyone.
7. **STRIVE TO BE MORE**
We always strive to be more through action, learning, experiencing and growing.

GROUP CORPORATE STRUCTURE



Investment Holding

MALAYSIA

100%

Jemaramas Jaya Sdn. Bhd.

Manufacture, marketing and sale of system furniture and other furniture related products

100%

Versalink Marketing Sdn. Bhd.

Marketing and sale of system furniture and other furniture related products

100%

Steeltema (M) Sdn. Bhd.

Dormant

100%

Versalink Technology Sdn. Bhd.

Dormant

34%

Alca Vstyle Sdn. Bhd.

Trading in all kinds of high pressure laminate and related products

SINGAPORE

100%

Versalink (S) Pte. Ltd.

Dormant

100%

Versalink System Furniture (S) Pte. Ltd.

Marketing and sale of system furniture and other furniture related products

GROUP FINANCIAL HIGHLIGHTS

FOR THE YEAR	FY2020 RM'000	FY2021 RM'000
Statement of Profit or Loss and other Comprehensive Income		
Revenue	49,357	35,442
Loss before tax	(1,212)	(4,155)
Loss, net of tax attributable to owners of the Company	(1,388)	(4,201)
Statement of Financial Position		
Total assets	62,073	60,512
Equity attributable to owners of the Company	52,861	48,660
Share capital	62,513	62,513
Ratios		
Loss per share (sen)		
- On weighted average number of ordinary shares on issue	(1.03)	(3.11)
- On fully diluted basis	(1.03)	(3.11)



CHAIRMAN'S STATEMENT



Dear Shareholders,

On behalf of the Board of Directors (the “**Board**”) of Versalink Holdings Limited (“**Versalink**” or the “**Company**”), it is my pleasure to present to you the Annual Report and the Audited Financial Statements of the Company and its subsidiaries (the “**Group**”) for the financial year ended 28 February 2021 (“**FY2021**”).

FINANCIAL PERFORMANCE

The Group's revenue for FY2021 was RM35.4 million, a decrease of RM13.9 million or 28.2% as compared to RM49.3 million reported in the previous financial year.

Export Segment

The Export segment recorded a lower revenue of approximately RM27.8 million in FY2021 which represented a 10.3% decrease, as compared to RM31.0 million in the previous financial year. The lower revenue was due to reduction in sales revenue from the regular dealers and OEM customers where lower margins were derived from the higher proportion of revenue from OEM customers attributable to more competitive pricing in the current business environment. Due to the COVID-19 pandemic, our customers in America and Middle East were facing lockdown which also resulted in the decrease in revenue of the Export segment.

Domestic Segment

The Domestic segment recorded a substantially lower revenue of approximately RM7.6 million in FY2021 which represented a 58.5% decrease, as compared to RM18.3 million in the previous financial year. The decrease in revenue was mainly affected by the temporary shutdown of operations in response to travel and movement restrictions due to the COVID-19 pandemic. This had resulted in closure of showrooms impacted by the movement restrictions within national boundaries, affecting domestic demand and overall retail businesses. Included in the domestic revenue was an amount of RM7.9 million consolidated in the previous financial year contributed by a subsidiary that was subsequently disposed in November 2019.

Overall Results

The Group reported a net loss after tax of approximately RM4.2 million for FY2021.

Please refer to the Company's results announcement for FY2021 dated 28 April 2021, for more details on the financial performance and financial position of the Group.

DIVIDEND STATEMENT

On the basis of the sustained earnings performance and after taking into consideration the challenging economic condition, the Board does not recommend any dividend for this financial year as the Group is in a loss making position and to conserve cash for working capital requirements and future business opportunities of the Group.

OUTLOOK AND PROSPECTS

The Group's financial performance has been affected by lower revenue from the Domestic segment and incremental cost in raw materials, and with that in mind, we have targeted pricing strategies from multiple suppliers to offer our customers with more cost savings. The Group is mindful in working closely with our customers to explore various methodologies to ensure cost effectiveness and maintaining our highest quality standards.

In this global economic uncertainty, where furniture industry is one of the major consumer goods industries that is facing the volatility price of raw materials, disruptions of supply chains, cancellation of trade fairs, increasing shipment freight rates and fluctuations of US Dollar against Malaysia Ringgit, we will nevertheless conscientiously strengthen our efforts to remain competitive and create values for our shareholders.

The Group sees significant growth in the residential sector and advancement towards portable, multifunctional and cost saving furniture due to the shift in lifestyle, rapid urbanization and rising market trend amongst consumers who demand for aesthetic framework and functionality.

The changing trends in residential home and living are transforming the buying patterns of our consumers and customers. Their preferences are influenced by increasing access to blogs, homestyle and lifestyle. These factors are the market drivers that will boost online purchases for commodities including furniture, workstations, chairs, storages, tables and desks.

Online shopping has gained prominence over the years to improve buying and distribution choices with the advent of m-commerce (also known as mobile commerce, which involves shopping through mobile devices) and network marketing.

CHAIRMAN'S STATEMENT



THE GROUP'S INITIATIVES

The Group will swiftly adjust to the changing circumstances and push ahead with important and substantial projects even in this time of crisis. With the current COVID-19 pandemic situation, it is vital for the Group to adopt technologies for growth and stability of the business therefore digitalization will serve as the objective to connect to consumers around the world.

The potential trend of online shopping of furniture will continue to evolve due to the availability of 24/7 customer support, online shipment tracking and a wide range of office furniture merchandise. The growth in global real estate industry, the establishment of digital marketing and social media campaigns for consumer engagement are some of the major factors that will boost our market growth as we strengthen our marketing strategies using retailers who are the prominent players in the mobile commerce platforms to offer a wide scale of product options that can showcase our products to our neighboring markets in Singapore and Australia.

To further build an effective networking funnel, we are connecting to more businesses through business to business (B2B) matchmaking business models using virtual event platforms to improve our capabilities in reaching out to new potential customers through these smart platforms.

Nevertheless, we will continue to stay focus and competitive in our core business to drive these new products, further expand and diversify our customer base, increase our product range, enhance our competitiveness in Research and Development to develop new product designs and stay differentiated in the Export and Domestic segments so that we can gain further market share and return sustainable growth.



ACKNOWLEDGMENT AND APPRECIATION

On behalf of the Board, I would like to extend our sincere thanks to our customers, suppliers, principals, business associates, financiers and government authorities for their assistance and continued support towards the Group.

The Board is confident that the Group will continue to strive for improvement. The concerted efforts have been due to the people at Versalink for their unwavering support that we have received from our dedicated management team and staff, partners and all stakeholders.

We would like to express our sincere gratitude to our valued shareholders for their continuous support and confidence in Versalink, not forgetting my heartfelt appreciation to my fellow Board members for their commitment and contribution to the development and well-being of the Group.

Chin Chee Choon

Independent Non-Executive Chairman

CORPORATE SOCIAL RESPONSIBILITY

We recognize that for long-term sustainability, we need to look beyond the financial parameters and strike a balance between business profitability and corporate social responsibility. We have taken various steps to play our part in contributing to the welfare of the society and communities in the environment we operate in. Hence, we support important causes such as environmental preservation, donation to the needy, and community services.

Some of our initiatives include:

GIVING BACK TO THE COMMUNITY

We regularly support various services and activities within our community. We have made donations and provided sponsorships to, amongst others, schools, orphanages and old folks homes. Further, we are also involved in annual community services projects at various charitable organizations.

ENVIRONMENTAL PRESERVATION

We are committed to the responsible use and protection of the natural environment through conservation and sustainable practices. We strive to reduce the environmental impact of our manufacturing operations by substituting raw materials with environmentally friendly alternatives. Besides adopting environmentally friendly internal guidelines on electricity, water, power and paper conservation, we also issue periodic internal newsletters that feature articles on environmental preservation.

We are a certificate holder of ISO14001 and we use raw material ethically sourced from sustainably-managed forests for certified chipboards from reputable certification bodies such as the Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC) to show our commitment to environment preservation and sustainability.

OCCUPATIONAL SAFETY AND HEALTH

Versalink's approach to managing safety and health at work place is driven by a core belief in being a responsible business. Our senior management and managers are responsible for continuing to reduce risk and improving our performance in these areas. A committee has also been set up to monitor the compliance of the safety and health standards with regular structured interactions with the management team. Maintaining a strong focus on safety, health and hazards that could result in serious injuries or fatalities continues to be key for us.

Further information on the above will be disclosed in the Group's sustainability report for the financial year ended 28 February 2021, which will be published by the Company on SGXNet by 31 July 2021.



CORPORATE GOVERNANCE REPORT

The board of directors (the “**Board**” or “**Directors**”) of **Versalink Holdings Limited** (the “**Company**”, and together with its subsidiaries, the “**Group**”) is committed to maintaining a high standard of corporate governance within the Group. Good corporate governance establishes and maintains a legal and ethical environment in the Group to protect the interests of the shareholders of the Company and to maximize long-term shareholders’ value.

This corporate governance report (this “**Report**”) describes the Group’s corporate governance practices currently in place with specific reference made to the principles of the Code of Corporate Governance 2018 (the “**Code**”) and, where applicable, the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) Listing Manual Section B: Rules of Catalist (the “**Catalist Rules**”).

The Board is pleased to confirm that, for the financial year ended 28 February 2021, the Group has adhered to the principles of the Code, and the provisions of the Code (except where otherwise explained). Where there are deviations from the provisions of the Code, appropriate explanations have been provided, and how the practices the Group had adopted are consistent with the intent of the relevant principle of the Code. The Group will continue to assess its needs and implement appropriate practices accordingly.

A. BOARD MATTERS

The Board’s Conduct of its Affairs

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

The Board is responsible for overall corporate governance, strategic direction, formulation of policies and overseeing the investment and business of the Company. The Board recognises that Directors are fiduciaries who should act objectively in the best interests of the Group and hold the management of the Company (“**Management**”) accountable for performance. The Board supervises the Management on the businesses and affairs of the Company and is accountable to shareholders of the Company for the management and performance of the Group’s businesses. The Board has put in place a code of conduct and ethics, sets appropriate tone-from-the-top and desired organisational culture, and ensures proper accountability within the Group. Directors facing conflicts of interest recuse themselves from discussions and making decisions involving the issues of conflict.

The main roles of the Board, apart from its statutory responsibilities, are to:

- (a) provide entrepreneurial leadership, set strategic objectives, and ensure that the necessary financial and human resources are in place for the Company to meet its objectives;
- (b) establish a framework of prudent and effective controls which enables risks to be assessed and managed, including safeguarding of shareholders’ interests and the Company’s assets;
- (c) review Management’s performance;
- (d) identify the key stakeholder groups and recognise that their perceptions affect the Company’s reputation;
- (e) set the Company’s values and standards and ensure that obligations to shareholders and other stakeholders are understood and met; and
- (f) consider sustainability issues in the formulation of its strategies.

To assist the execution of its responsibilities, the Board has formed three (3) committees: (i) Audit Committee (“**AC**”); (ii) Nominating Committee (“**NC**”); and (iii) Remuneration Committee (“**RC**”) (collectively referred herein as the “**Board Committees**”). The Board Committees were formed at the time of the Company’s listing on the SGX-ST and are chaired by Independent Non-Executive Directors. The Board Committees function within clearly defined terms of reference and operating procedures, which are reviewed on a regular basis. Please refer to the respective principles in this Report for further information on the composition, terms of reference and operating procedures, as well as activities of each Board Committee.

The Executive Directors also supervise the management of the business and affairs of the Company, and in order to ensure that the Group's operations are not disrupted, the meetings of the Board and the Board Committees are scheduled prior to the start of each financial year. Ad-hoc meetings are also convened when circumstances require, and/or resolutions in writing of the Board are circulated for matters that require the Board's approval. The Company's Constitution permits the Directors of the Company to attend meetings through the use of audio-visual communication equipment.

The number of meetings held by the Board and Board Committees and attendance thereat during the financial year ended 28 February ("FY") 2021 are as follows:

Name of Director	Board		Audit Committee		Nominating Committee		Remuneration Committee	
	No. Held	No. Attended	No. Held	No. Attended	No. Held	No. Attended	No. Held	No. Attended
Chin Chee Choon	2	2	2	2	1	1	1	1
Law Kian Siong (Matthew Law)	2	2	2	2 [^]	1	1 [^]	1	1 [^]
Law Pei Ling (Arica Walters) ¹	2	2 [^]	2	2 [^]	1	1	1	1 [^]
Law Kian Guan (Adam Law)	2	2	2	2 [^]	1	1 [^]	1	1 [^]
Chow Wen Kwan ²	2	1	2	1	1	1	1	1
Datuk Lim Tong Lee	2	2	2	2	1	1	1	1
Law Boon Seng (Roland Law) ³	2	1	2	1 [^]	–	–	–	–
Dato' Dr Lee Chung Wah ³	2	1	2	1	–	–	–	–

¹ Resigned as a Director of the Company on 7 October 2020

² Resigned as a Director of the Company on 26 August 2020

³ Appointed as a Director of the Company on 7 October 2020

[^] By invitation

Directors are provided with board papers and related materials, background or explanatory information relating to matters to be brought before the Board, on a timely basis prior to each Board and Board Committee meetings to enable the Board to make informed decisions. The Board also has separate and independent access to Management, the Company Secretary and external advisors (if necessary) at the Company's expense. Directors are entitled to request additional information from Management as and when required.

The Company has adopted internal guidelines on the following matters that are reserved for Board's decision and/or approval:

- (a) overall business strategies;
- (b) corporate governance and compliance;
- (c) financial performance and result announcements;
- (d) audited results and annual reports;
- (e) annual budgets, investment and divestment proposals;
- (f) material acquisition and disposal of assets;
- (g) internal controls and risks management;
- (h) declaration of interim dividends and proposed final dividends; and
- (i) all matters, which are delegated to Board Committees, are to be reported to and monitored by the Board.

CORPORATE GOVERNANCE REPORT

The Company has in place orientation programs for newly appointed Directors to familiarize with the Group's operations, business issues and the relevant regulations and governance requirements. Upon appointment, each Directors will also be provided with a formal letter of appointment setting out their duties, obligations and terms of appointments. If a newly appointed Director does not have any prior experience as a director of a listed company, the Company will arrange for such person to undertake training in the roles and responsibilities of a director of a listed company, organized by the Singapore Institute of Directors as required under Rule 406(3)(a) of the Catalist Rules, to familiarise such person with the relevant rules and regulations governing a listed company, as well as to attend other courses relating to areas such as accounting, legal and industry specific knowledge as appropriate, organised by other training institutions. During FY2021, Roland Law and Dato' Dr Lee Chung Wah were appointed as Directors of the Company on 7 October 2020. Both of them have attended the relevant trainings organized by the Singapore Institute of Directors, details of which are disclosed in pages 35 to 42 of this Annual Report under the section - *Miscellaneous Information And Additional Information Required Pursuant to Rule 720(5) of the Catalist Rules on Directors Seeking For Re-Election*.

The Directors are provided with regular updates on pertinent developments in the Group's business and governance standards, including changes in laws and regulations, financial reporting standards and industry-related matters, to enable them to make well-informed decisions and to ensure that the Directors are competent in carrying out their expected roles and responsibilities. New releases issued by the SGX-ST, Accounting and Corporate Regulatory Authority and other relevant regulatory bodies which are relevant to the Group and/or Directors are circulated to the Board. Directors are encouraged to attend seminars and participate in training courses to enable them to perform effectively as Directors. Seminar announcements are communicated to them regularly. The Company will arrange and will bear the cost of such training for the Directors.

The Company Secretary will attend all Board and Board Committee meetings. He is responsible for ensuring that procedures are followed and that the Company has complied with the requirements of the Companies Act and all other rules and regulations that are applicable to the Company. The appointment and removal of the Company Secretary is a decision of the Board as a whole.

Board Composition and Guidance

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

As at the date of this Report, the Board comprises three (3) Executive Directors and three (3) Independent Non-Executive Directors and their membership on the Board Committees are as follows:

Name of Director	Board Membership	Audit Committee	Nominating Committee	Remuneration Committee
Chin Chee Choon	Independent Non-Executive Chairman	Chairman	Member	Member
Matthew Law	Executive Director and Group Chief Executive Officer	-	-	-
Roland Law	Executive Director	-	Member	-
Adam Law	Executive Director	-	-	-
Datuk Lim Tong Lee	Independent Non-Executive Director	Member	Member	Chairman
Dato' Dr Lee Chung Wah	Independent Non-Executive Director	Member	Chairman	Member

The criterion for independence is based on the definition set out in the Code and its Practice Guidance, and taking into consideration whether the Director falls under any circumstances pursuant to Rule 406(3)(d) of the Catalist Rules. The Board considers an independent director as one who has no relationship with the Company, the related companies, its substantial shareholders or the officers that could interfere, or be reasonably perceived to interfere, with the exercise of that director's independent judgment of the conduct of the Group's affairs in the best interests of the Company. The independence of each Director is reviewed annually by the NC in accordance with the definition of independence in the Code and its Practice Guidance, as well as Rule 406(3)(d) of the Catalist Rules. Each Director is required to disclose to the Board any relationships or circumstances as and when they arise, which are likely to affect, or could appear to affect the Director's judgment. In its review, the NC shall consider all nature of relationships and circumstances that could influence the judgement and decisions of the Directors before tabling its finding and recommendations to the Board for approval.

For FY2021, the Independent Non-Executive Directors (namely, Dato' Dr Lee Chung Wah, Chin Chee Choon, Datuk Lim Tong Lee) have confirmed that they or their immediate family members do not have any relationship with the Company or any of its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Directors' independent business judgment with a view to the best interests of the Company, and do not fall under any of the circumstances pursuant to Rule 406(3)(d) of the Catalist Rules. The Independent Non-Executive Directors did not own shares of the Company and were not in foreseeable situation that could compromise their independence of thought and decision. The NC has reviewed and has identified each of the Company's Independent Non-Executive Directors to be independent. The Board, based on the review conducted by the NC, has determined that the Company's Independent Non-Executive Directors are independent.

The Company is not in compliance with provision 2.3 of the Code which requires a majority of the Board to be non-executive. However, as half of the Board is made up of Independent Non-Executive Directors and the Board Committees are all chaired by Independent Non-Executive Directors, the NC believes the Board shall be able to exercise independent judgment on corporate affairs and ensures that no one individual or groups of individuals dominate any decision making process. Accordingly, the Board is of the view that the Company complies with principle 2 of the Code.

The current Board comprises Directors who as a group provide an appropriate balance and mix of skills, knowledge, experience and other aspects of diversity such as age to as to avoid group thinking and foster constructive debate. Accordingly, the Board, with the concurrence of the NC, is of the opinion that its current Board size of six (6) members, and the size of each Board Committee, as well as their respective compositions, are appropriate, taking into account the nature and scope of the Group's operations, the requirements of the business and the industry that the Company is operating in.

The Company is committed to building a diverse, inclusive and collaborative culture. The Company recognises and embraces the benefits of diversity on the Board, and views diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development. The Board noted that gender diversity on the Board is also one of the recommendations under the Code to provide an appropriate balance of diversity. Although there is currently no female Director appointed to the Board, the Board does not rule out the possibility of appointing a female Director if a suitable candidate is nominated for the Board's consideration. In reviewing the Board composition and appointments, the NC takes into consideration diversity of skills, experience, background, gender, age, ethnicity and other relevant factors although merit remains the key driver. The current Board has a diversity of skills, including finance, legal, business and management experience as well as industry knowledge that are critical for the Group's business objectives. Key information regarding our Directors, such as academic and professional qualifications, is set out in the Annual Report under "Directors' Profile".

The Board noted that under the amendments to Rule 406(3)(d) of the Catalist Rules which will take effect from 1 January 2022, an independent director will not be considered independent if he has served on the Board for more than nine years and his continued appointment as an independent director has not been sought and approved under a two-tier shareholders voting. None of the Independent Non-Executive Directors has served on the Board beyond nine (9) years from the date of first appointment.

The Board has three (3) Non-Executive Directors (all of whom are independent Directors) who endeavour to constructively challenge and help develop proposals on strategy and to review the performance of Management in meeting goals and objectives. During the year, the Non-Executive Directors communicated among themselves without the presence of Management as and when the occasions warrant. The Company also co-ordinates informal sessions for the Non-Executive Directors to meet on a need-basis without the presence of the Management. The chairman of such meetings provide feedback to the Board and/or Chairman as appropriate.

CORPORATE GOVERNANCE REPORT

Chairman and Group Chief Executive Officer

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

The Chairman of the Board and the Chief Executive Officer are separate persons to maintain an appropriate balance of power and authority, increased accountability and greater capacity of the Board for independent decision making. Chin Chee Choon is the Independent Non-Executive Chairman and Matthew Law is the Group Chief Executive Officer. There is a clear division of responsibilities between the Independent Non-Executive Chairman and the Group Chief Executive Officer, which provides a balance of power and authority.

The Independent Non-Executive Chairman sets the tone for the conduct of the Board and ensures the Group adhere to best corporate governance practices as prescribed by the Code. He leads the Board to ensure its effectiveness on all aspects of its role, ensures that the Board holds regular meetings and ensures the timeliness and quality of information flow between the Board and the Management. He also encourages constructive relations within the Board and between the Board and Management.

The Group Chief Executive Officer is responsible for the business and operational decisions of the Group. He is also responsible for the day-to-day operations of the Group and implementations of the Board's decisions.

The balance of power and authority is further enhanced by the Board Committees which are all chaired by Independent Non-Executive Directors.

The Board did not appoint a lead independent director in FY2021 as the Independent Non-Executive Chairman and the Group Chief Executive Officer are not related to each other and do not have any business relationship between them. In respect of provision 3.3 of the Code, the Independent Non-Executive Chairman functions as a lead independent director in that he is available to shareholders where they have concerns and for which contact through the normal channels of communication with the Group Chief Executive Officer or Management are inappropriate or inadequate.

Board Membership

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

The NC is established for the purposes of ensuring that there is a formal and transparent process for all Board appointments. Our NC comprises the Company's three (3) Independent Non-Executive Directors (namely, Dato' Dr Lee Chung Wah, Chin Chee Choon and Datuk Lim Tong Lee) and the Executive Director, Roland Law. The Chairman of the NC is Dato' Dr Lee Chung Wah.

The terms of reference of the NC sets out its duties and responsibilities. The NC is authorized by the Board to:

- (a) to make recommendations to the Board on the appointment and re-appointment of Directors (including Alternate Directors, if applicable);
- (b) to regularly review the Board structure, size and composition and make recommendations to the Board with regard to any adjustments that are deemed necessary;
- (c) to determine the process for the search, nomination, selection and appointment of new Board members and assess nominees or candidates for appointment or election to the Board, determining whether or not such nominee has the requisite qualifications and whether or not he/she is independent;
- (d) to review Board succession plans for Directors, in particular, the Chairman and Group Chief Executive Officer;
- (e) to develop a process for the evaluation of performance of the Board, its Board Committees and Directors;
- (f) to determine how the Board's performance may be evaluated and propose objective performance criteria;
- (g) to assess the effectiveness of the Board as a whole and its Board Committees and to assess the contribution by the Chairman and each individual Director to the effectiveness of the Board;
- (h) to review training and professional development programs for the Board;

- (i) to determine, on an annual basis, if a Director is independent;
- (j) to review and recommend Directors who are retiring by rotation or are newly appointed to be put forward for re-election;
- (k) to review and determine whether the Director is able to and has been adequately carrying out his duties as a Director of the Company, taking into consideration the Director's number of Board representations on listed companies and other principal commitments; and
- (l) such other duties or functions as may be delegated by the Board or required by regulatory authorities.

All Directors are required to submit themselves for nomination and re-election at regular intervals and at least once every three (3) years. Directors appointed as an additional Director or to fill any casual vacancy shall hold office only until the next Annual General Meeting of the Company ("**AGM**") and shall be eligible for re-election.

Each member of the NC shall abstain from voting on any resolution in respect of the assessment of his performance or re-nomination as a Director.

The NC considers and recommends to the Board the appropriate structure, size and needs of the Board, with regard to the appropriate skills mix, personal qualities and experience required for the effective performance of the Board. The NC also recommends all appointments and retirements of Directors and considers candidates to fill new positions created by expansion or vacancies that occur by resignation, retirement or for any other reasons.

Candidates are selected based on their character, judgment, business experience and acumen. Where a Director has multiple board representations, the NC will evaluate if a Director is able to and has been adequately carrying out his or her duties as Director of the Company. Despite some of the Directors having other Board representations, the NC is satisfied that these Directors are able to and have adequately carried out their duties as Directors of the Company, as well as sufficient time and attention are given by these Directors to the affairs of the Company. The NC has determined that each of the Independent Non-Executive Directors should not hold more than six (6) listed company board representations and other principal commitments.

Pursuant to Article 114 of the Company's Constitution, not less than one third of the Directors (who have been longest in office since their appointment or re-election) are to retire from office by rotation at each AGM of the Company. A retiring Director is eligible for re-election by the shareholders of the Company at the AGM.

At the forthcoming AGM, Chin Choo Choon and Adam Law will be retiring from office by rotation pursuant to Article 114 of the Company's Constitution. Chin Chee Choon has informed the NC and the Board that he will not be seeking re-election to the Board at the forthcoming AGM. Chin Chee Choon will be retiring upon the conclusion of the forthcoming AGM. Upon his retirement as an Independent Non-Executive Director, Chin Chee Choon will also cease to be the Chairman of the Board and the AC, and a member of the RC and the NC. Adam Law, being eligible for re-election, has offered himself for re-election. The NC has recommended and the Board has agreed for Adam Law be put forward for re-election at the forthcoming AGM. In making the recommendation, the NC has considered, amongst others, Adam Law's competencies, commitment and overall contribution to the Board (such as attendance, participation, preparedness and candour).

Pursuant to Article 118 of the Company's Constitution, a newly appointed Director shall retire and submit himself for re-election at the next AGM following his appointment and shall be eligible for re-election. The NC has recommended and the Board has agreed for Roland Law and Dato' Dr Lee Chung Wah who have been appointed as Directors of the Company on 7 October 2020, be put forward for re-election at the forthcoming AGM. In making the recommendation, the NC has considered, amongst others, Roland Law's and Dato' Dr Lee Chung Wah's competencies, commitment and overall contribution to the Board (such as attendance, participation, preparedness and candour).

Upon re-elected as a Director of the Company:

- (a) Adam Law will remain as an Executive Director of the Company;
- (b) Roland Law will remain as an Executive Director of the Company and a member of the NC; and
- (c) Dato' Dr Lee Chung Wah will remain as an Independent Non-Executive Director of the Company, Chairman of NC and a member of the AC and the RC. The Board is of the opinion that Dato' Dr Lee Chung Wah will be considered independent for the purposes of Rule 704(7) of the Catalist Rules.

CORPORATE GOVERNANCE REPORT

The Company has put in place a process to ensure the continuous monitoring of the independence of the Directors whereby the Directors must immediately report any changes in their external appointments that could affect their independence on the Board. The NC reviews the independence of each Director annually in accordance with the definition of independence as set out in the Code and its Practice Guidance, and taking into consideration whether the Directors falls under any circumstances pursuant to Rule 406(3)(d) of the Catalist Rules. The Independent Non-Executive Directors are required to submit their confirmation of independence annually for the NC's reviews. The NC has reviewed the independence of the Board members and the Board and the NC are of the opinion that the Company's current Independent Non-Executive Directors (namely, Dato' Dr Lee Chung Wah, Chin Chee Choon, Datuk Lim Tong Lee) are independent, taking into account the circumstances set forth in the Code and its Practice Guidance, Rule 406(3)(d) of the Catalist Rules and any other salient factors, as well as for the purposes of Rule 704(7) of the Catalist Rules. Each of these Directors has also declared that they are independent.

Key information regarding the Directors is set out in pages 4 to 7 of this Annual Report.

Currently, the Company does not have any alternate Director on the Board.

Board Performance

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

A formal assessment process is in place to assess the effectiveness of the Board as a whole and its Board Committees and for assessing the contribution by the Chairman and each individual Director to the effectiveness of the Board.

The NC has adopted the performance evaluation forms recommended by the Singapore Institute of Directors. The evaluations are conducted annually. As part of the process, the Directors will complete the evaluation forms which are collated by the Company Secretary, who will then summarise the results of the evaluation and present it to the NC. Recommendations for improvement are then submitted to the Board for discussion and for implementation in areas where the performance and effectiveness could be enhanced.

The performance criteria for the board evaluation are in respect of board size and composition, board independence, board's decision making processes, strategic planning, board information and accountability, board performance in relation to discharging its principal functions and financial targets.

The evaluation of the Board is to be performed annually by having all members complete Board and individual Directors' evaluation questionnaires individually based on the above assessment parameters.

The Board has not engaged any external facilitator in conducting the assessment of the Board's performance. Where necessary, the NC will consider such engagement.

The Board, in concurrence with the NC, is satisfied that, for FY2021, the Chairman and each individual Director have allocated sufficient time and attention to the affairs of the Company, and is of the view that the performance and effectiveness of the Board as a whole and each of the Board Committees, as well as the contribution by the Chairman and each individual Director to the effectiveness of the Board have been satisfactory.

B. REMUNERATION MATTERS

Procedures for Developing Remuneration Policies

Principle 6: The Board has a formal and transparent procedure for developing policies on Director and Executive remuneration, and for fixing the remuneration packages of individual Directors and Key Management Personnel. No Director is involved in deciding his or her own remuneration.

The RC comprises the Company's three (3) Independent Non-Executive Directors, namely, Datuk Lim Tong Lee, Chin Chee Choon and Dato' Dr Lee Chung Wah. The Chairman of the RC is Datuk Lim Tong Lee.

The terms of reference of the RC sets out its duties and responsibilities. The RC is authorized by the Board to:

- (a) review and recommend to the Board a general framework of remuneration for the Board and key Management personnel and to review and recommend to the Board the specific remuneration packages and terms of employment for each Director, key Management personnel of the Group and employees related to Directors or, controlling shareholders of the Group;
- (b) review whether the Executive Directors and key Management personnel should be eligible for benefits under any long-term incentive schemes which may be set up from time to time and to do all acts necessary in connection therewith;
- (c) administer the performance-based Bonus scheme and any other share option scheme or share plan established from time to time for the Directors and key Management personnel;
- (d) carry out its duties in the manner that it deems expedient, subject always to any regulations or restrictions that may be imposed upon the RC by the Board; and
- (e) consider the disclosure requirements for Directors' and key Management personnel's remuneration as required by the SGX-ST and according to the Code.

The RC has full authority to obtain external professional advice on matters relating to remuneration should the need arises. The Board has not engaged any external remuneration consultant to advise on remuneration matters for FY2021. In respect of fees for Directors, approval of shareholders is required at each AGM of the Company.

The RC also considers all aspects of remuneration, including termination clauses contained in the contracts of service for key Management personnel to ensure that they are fair and reasonable and not overly generous. The RC aims to be fair and avoid rewarding poor performance.

Level and Mix of Remuneration

Principle 7: The level and structure of remuneration of the Board and Key Management Personnel are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company.

The RC carries out annual reviews of the remuneration packages of the Board and the key Management personnel. In reviewing the remuneration packages, the RC takes into account the current market circumstances and the need to attract and retain Directors of experience and good standing.

Our Executive Directors have entered into separate service agreements (including renewals) with the Company. The service agreements of Mathew Law and Adam Law were last renewed in August 2020 for a further period of two (2) years; while Roland Law has entered into a service agreement with the Company for two (2) years with effect from the date of his appointment as an Executive Director of the Company (i.e. 7 October 2020). The Company may at any time forthwith terminate the service agreements of the Executive Directors if he, *inter alia*, be guilty of any dishonesty, gross misconduct or willful neglect of duty or commit any continued material breach of the provisions of his respective service agreement, becomes bankrupt or persistently refuses to carry out any reasonable lawful order given to him in the course of his employment or persistently fails diligently to attend his/her duties.

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Pursuant to their respective service agreements, Matthew Law, Roland Law and Adam Law are entitled to a fixed monthly salary and an annual wage supplement of two (2) months' basic salary, to be pro-rated accordingly if the period of employment of the Executive Director for the relevant financial year is shorter than six (6) calendar months.

In addition, Matthew Law and Roland Law are also entitled to a performance bonus in respect of each financial year (the "Performance Bonus") commencing from and including FY2021, which is calculated based on the consolidated net profit before tax ("NPBT") and exceptional items of the Group, before taking into account the Performance Bonus as follows:

NPBT	Performance Bonus
RM15 million ≤ NPBT ≤ RM30 million	0.8% of the amount of the NPBT in excess of RM15 million and subject to a cap of RM120,000.00
RM30 million < NPBT ≤ RM40 million	RM120,000.00 plus 0.5% of the amount of NPBT in excess of RM30 million and subject to an aggregate cap of RM170,000.00
NPBT > RM40 million	RM170,000.00 plus 0.3% of the amount of NPBT in excess of RM40 million

The long-term incentive schemes of the Company are the Versalink Employee Share Option Scheme (the "Scheme") and the Versalink Performance Share Plan (the "Plan"). The RC is responsible for the administration of the Scheme and the Plan in accordance with the rules of the Scheme and the Plan respectively. Please refer to the section entitled "Statement by Directors" of this Annual Report for more information on the Scheme and the Plan.

No options and awards were granted during FY2021 under the Scheme and the Plan respectively.

The Independent Non-Executive Directors receive Directors' fees, and the Non-Executive Chairman receive chairman's fee and attendance fee, in accordance with their contributions, taking into account factors such as effort and/or time spent, the responsibilities of the Independent Non-Executive Directors and the need to pay competitive fees to attract, retain and motivate the Independent Non-Executive Directors. The RC ensures that the Independent Non-Executive Directors are not overly compensated to the extent their independence may be compromised. No Director is involved in deciding his or her own remuneration package.

The Company does not intend to use contractual provisions to allow it to reclaim incentive components of remuneration from Executive Directors and key Management personnel in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Group. The Executive Directors owe a fiduciary duty to the Company and the Company should be able to avail itself to remedies against the Executive Directors in the event of such breach of fiduciary duties.

Disclosure on Remuneration

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

The various components of the remuneration of Directors and key Management personnel (who are not Directors or the Chief Executive Officer) of the Group for FY2021 in percentage are disclosed below. The remuneration received by Directors and key Management personnel for FY2021 in each case are below S\$250,000. The Company has not fully disclosed the remuneration of its Directors and key Management personnel as the Board is of the view that it is not in the interests of the Company to disclose such details due to the sensitive nature of such information.

Disclosure of remuneration in bands for services rendered during FY2021 are as follows:

Name of Director	Salary	Bonus	Directors' Fees	Allowances & Other Benefits ¹	Total Remuneration
	%	%	%	%	%
Up to S\$250,000					
Matthew Law	92	–	–	8	100
Arica Walters ²	92	–	–	8	100
Roland Law ³	96	–	–	4	100
Adam Law	90	–	–	10	100
Chin Chee Choon	–	–	100	–	100
Chow Wen Kwan ⁴	–	–	100	–	100
Datuk Dr Lim Tong Lee	–	–	100	–	100
Dato' Dr Lee Chung Wah ³	–	–	100	–	100
Name of Key Management Personnel ⁵	Salary	Bonus	Fees	Allowances & Other Benefits ¹	Total Remuneration
	%	%	%	%	%
Up to S\$250,000					
Ong Ying Ling	89	–	–	11	100
Yoon Hooi Eng	87	–	–	13	100
Len Kwai Keong	74	–	–	26	100

Notes:

- ¹ The Allowance and Other Benefits mainly relates to mobile allowance and statutory contribution in relation to the salary.
- ² Resigned as a Director of the Company on 7 October 2020.
- ³ Appointed as a Director of the Company on 7 October 2020.
- ⁴ Resigned as a Director of the Company on 26 August 2020.
- ⁵ There are only three (3) employees identified as key Management personnel (who are not Directors or the Chief Executive Officer) of the Group in FY2021.

There were no termination, retirement and post-employment benefits paid to any Directors and the key Management personnel (who are not Directors or the Chief Executive Officer) in FY2021.

The remuneration of employees related to the Directors and substantial shareholders of the Company will also be reviewed annually by the RC. Save for the Executive Directors who are related to each other, there is no employee of the Company and its subsidiaries who is a substantial shareholder of the Company or is an immediate family member ("immediate family member" means spouse, child, adopted child, stepchild, brother, sister and parent) of a Director, the Group Chief Executive Officer or a substantial shareholder of the Company, and whose remuneration exceeded S\$100,000 during FY2021.

After taking into account the aforementioned reasons for non-disclosure of information as recommended by the Code, the Board is of the opinion that the information as disclosed above would be sufficient for shareholders to have an adequate appreciation of the Group's compensation policies and practices. Accordingly, the Board is of the view that the Company complies with principle 8 of the Code.

CORPORATE GOVERNANCE REPORT

C. ACCOUNTABILITY AND AUDIT

Risk Management and Internal Controls

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

The Board is responsible for the governance of risk of the Group and maintains a system of internal controls and risk management to safeguard shareholders' interests and the Group's assets.

The AC, through the assistance of internal and external auditors, reviews and reports to the Board on the adequacy of the Company's system of internal controls and risk management, including financial, operational and compliance and information technology controls and to risk management policies and systems established by the Management. In assessing the effectiveness of internal controls, the AC ensures that the key objectives are met, material assets are safeguard and reliable financial information is prepared in compliance with applicable internal policies, laws and regulations.

The Board acknowledges that it is responsible for the overall internal control framework, but recognizes that no system or internal control provide absolute assurance against the occurrence of material financial misstatement or losses, poor judgment in decision-making, human errors, fraud or other irregularities.

For FY2021, the Board and the AC have obtained assurances from the Group Chief Executive Officer and Group Finance Director for the following:

- (i) that the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances; and
- (ii) that the Group's risk management and internal control systems in place are adequate and effective in addressing 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 and external auditors, risk management reports, assurance from the Group Chief Executive Officer and Group Finance Director and reviews performed by the Management, the Board, with the concurrence of the AC, is of the opinion that the system of internal controls (including financial, operational, compliance and information technology controls) and risk management systems in place are adequate and effective in addressing financial, operational, compliance and information technology risks of the Group as at 28 February 2021.

The Board did not establish a separate Board risk committee as the Board is currently assisted by the AC, internal auditors and external auditors in carrying out its responsibility of overseeing the Group's risk management framework and policies.

Audit Committee

Principle 10: The Board has an Audit Committee which discharges its duties objectively.

The AC comprises the Company's three (3) Independent Non-Executive Directors, namely, Chin Chee Choon, Datuk Lim Tong Lee and Dato' Dr Lee Chung Wah. Two (2) of the AC members, including the AC Chairman have recent and relevant accounting or related financial management expertise or experience. The AC members possess many years of experience in accounting, legal, business and financial management. The Board considers that the AC members are appropriately qualified to discharge the responsibilities of the AC.

The AC members are not former partners or directors of the Company's existing auditing firm and they have no financial interest in such auditing firm.

The role of the AC is to assist the Board with discharging its responsibility to:

- (a) safeguard the Group's assets;
- (b) maintain adequate accounting records;
- (c) develop and maintain effective systems of internal controls and risk management;
- (d) ensure integrity of financial statements; and
- (e) provide arrangements whereby concerns on financial improprieties or, other matters raised by 'whistle-blowers' are investigated and appropriate follow up action taken.

The terms of reference of the AC sets out its duties and responsibilities. The AC meets at least twice a year:

- (a) to review significant financial reporting issues and judgments to ensure integrity of the financial statements of the Company; and any announcements relating to the Company's financial performance;
- (b) to review and report to the Board at least annually the adequacy and effectiveness of the Company's internal controls, including financial, operational, compliance and information technology controls and risk management policies (such review can be carried out internally or with the assistance of any competent third parties);
- (c) to review at least annually the independence, adequacy and effectiveness of the Company's internal audit function including ensuring it is staffed with persons with the relevant qualifications and experience;
- (d) to ensure that the internal audit function is adequately resourced and has appropriate standing within the Company;
- (e) to review the internal audit program and ensure co-ordination between the internal and external auditors and Management;
- (f) to review the scope and results of the internal audit procedures;
- (g) to review the scope and results of the external audit, and the independence and objectivity of the external auditors.
- (h) to approve the hiring, removal, evaluation and compensation of the Head of the Internal Audit function, or accounting/auditing firm or corporation if the internal audit function is outsourced;
- (i) to make recommendations to the Board on proposals to shareholders on the appointment, re-appointment, resignation and removal of the external auditors, and approving the remuneration and terms of engagement of the external auditors;
- (j) to ensure co-ordination where more than one (1) auditing firm or corporation is involved;
- (k) review with the internal and external auditors:
 - (i) their audit plan, including the nature and scope of the audit before the audit commences;
 - (ii) their evaluation of the system of internal controls;
 - (iii) their audit report; and
 - (iv) their management letters and Management's responses;
- (l) to review interested person transactions ("IPTs") falling within the scope of the SGX-ST Listing Manual on a half-yearly basis;
- (m) to review the half-yearly and full year financial statements of the Company before submission to the Board for approval, focusing in particular, on:
 - (i) changes in accounting policies and practices;
 - (ii) major risk areas;
 - (iii) significant adjustments resulting from the audit;
 - (iv) the going concern statement;
 - (v) compliance with accounting standards; and
 - (vi) compliance with stock exchange and statutory/regulatory requirements;
- (n) to review the audited financial statements of the Company and the consolidated balance sheet and profit & loss account, before approval by the Board;

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- (o) to discuss problems and concerns, if any, arising from half-yearly and/or full year audits, in consultation with the internal and external auditors, where necessary;
- (p) to meet with the external and internal auditors without the presence of Management, at least annually, to discuss any problems or concerns they may have;
- (q) to ensure where deficiencies in internal controls have been identified, appropriate and prompt remedial action is taken by Management;
- (r) to review the assistance given by Management to the internal and external auditors;
- (s) to review annually the independence of the external auditors, the aggregate amount of fees paid to the external auditors for the financial year and the breakdown of the fees paid in total for audit and non-audit services respectively;
- (t) to review and discuss with the external auditors, any suspected fraud or irregularity, or suspected infringement of any applicable law, rules or regulations, which has or is likely to have a material impact on the Company's operating results or financial position, and Management's response;
- (u) to review the policy and arrangements by which staff of the Company or of the Group and any other persons may, in confidence, raise concerns about possible improprieties in matters of financial reporting or any other matters; and conduct an independent investigation of such matters for appropriate follow-up action pursuant to the Company's whistle-blowing program;
- (v) to investigate any matter within its terms of reference, with full access to and co-operation by Management and full discretion to invite any Director or executive officer to attend its meetings, and reasonable resources to enable it to discharge its function properly;
- (w) to report to the Board its findings from time to time on matters arising and requiring the attention of the AC;
- (x) to undertake such other reviews and projects as may be requested by the Board; and
- (y) to undertake such other functions and duties as may be required by statute or the Catalist Rules, and by such amendments made thereto from time to time.

The AC is authorized to obtain independent professional advice if it deems necessary in the discharge of its responsibilities. Such expenses are to be borne by the Group. The AC has full access to the Management and also full discretion to invite any Director or key Management personnel to attend its meetings, and will be given resources to enable it to discharge this function.

The AC has met with the external auditors and internal auditors without the presence of the Company's Management at least once a year.

The external auditors are responsible for performing an independent audit of the Group's financial statements in accordance with the financial reporting standards, and for issuing a report thereon. The AC's responsibility is to monitor these processes, as well as to review the audit plan and scope of examination of the external auditors and the assistance given by the Group's officers to the external auditors. In relation to the key audit matters raised in the Independent Auditor's Report, the AC noted the external auditors' independent opinion on the Management's accounting, treatment and estimates and concluded that they are appropriate and the AC is satisfied that the key audit matters, after taking into consideration, *inter alia*, the approach and methodology used, have been properly dealt with.

The AC, having reviewed the scope and value of non-audit services provided to the Group by the external auditors, RSM Chio Lim LLP, is satisfied that the nature and extent of such services will not prejudice the independence and objectivity of the external auditors. The external auditors have also confirmed their independence in this respect, and that they are registered with the Accounting and Corporate Regulatory Authority and approved under the Accountants Act.

After considering the adequacy of the resources and experience of the external auditors' firm and the audit partner-in-charge assigned to the audit, the firm's other audit engagements, the size and complexity of the Group and the number and experience of supervisory and professional staff assigned to the particular audit, the AC has recommended to the Board the nomination of RSM Chio Lim LLP for re-appointment as external auditors of the Company at the forthcoming AGM. For FY2021, the Company has complied with Rules 712 and 715 of the Catalist Rules in relation to the Group's appointment of auditing firms.

Details of the aggregate amount of audit and non-audit services paid or payable to the external auditors during FY2021 are disclosed in Note 6 set out on page 69 of this Annual Report.

The Company has established an internal audit function that is independent of the activities it audits. As recommended by the AC, the Company has outsourced the internal audit function to an independent corporation, NGL Tricor Governance Sdn Bhd (“**NGL Tricor**”). The internal auditors report functionally to the Chairman of AC and administratively to the Executive Directors. A risk-based internal audit plan was approved by the AC and the results of the audit findings were submitted to the AC for its review. The internal audit function primarily focuses on assessing whether the current system of risk management and internal control provides reasonable assurance on:

1. compliance with applicable laws, regulations, policy and procedures;
2. reliability and integrity of information; and
3. safeguarding of assets.

AC also reviews and decides on the appointment and termination of internal auditors.

During FY2021, NGL Tricor reviewed key internal controls in selected areas based on a risk-based internal audit plan and reported its findings together with recommendations on areas for improvement for the AC’s attention, so as to improve the adequacy and effectiveness of internal controls. The AC is satisfied that the Group’s outsourced internal audit function is independent, effective and adequately resourced, and has appropriate standing within the Group. The AC is also satisfied that the internal auditors carry out its function in accordance with the International Professional Practices Framework for Internal Auditing from the Institute of Internal Auditors.

The internal auditors, NGL Tricor, has unfettered access to all the Group’s documents, records, properties and personnel, including access to the AC.

AC members have to keep abreast of changes to accounting standards and issues which have a direct impact on financial statements. This is done via regular updates and briefings provided by the external auditors to the AC as well as accounting standards update seminars conducted by various accounting firms or professional bodies.

Whistle-blowing Policy

To encourage proper work ethics and deter any wrongdoing within the Group, the Group has established a whistle-blowing policy that stipulates the mechanism by which concerns about such plausible improprieties may be raised. To provide a channel for both employees and external parties to raise concerns and issues in good faith on possible corruption, suspected fraud and other non-compliance issues, a dedicated email address allows whistle blowers to contact the AC directly.

The AC will address the issues or concerns raised and ensure that necessary arrangements are in place for independent investigation of issues raised by the employees or external parties and also appropriate follow-up actions based on the results of the investigation. Where appropriate or required, a report shall be made to the relevant authorities for further investigation or action.

Information received pertaining to whistle-blowing will be treated with confidentiality and restricted to the designated persons-in-charge of the investigation to protect the identity and interest of whistle-blowers.

No such whistleblowing report was received for FY2021.

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D. SHAREHOLDER RIGHTS AND RESPONSIBILITIES

Shareholder Rights and Conduct of General Meetings

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

The Board is accountable to the shareholders and is mindful of its obligation to provide timely and fair disclosure of material information to shareholders, investors and public. The Board treats all shareholders fairly and equitably and seeks to protect and facilitate exercise of shareholder's rights.

The Company announces financial information, major developments and other price sensitive information on the SGXNet in a timely manner to ensure investors are kept abreast of the Group's developments. The annual report, circulars and notices of all shareholders' meetings will be posted on the Company's website and SGXNet.

The Chairman of the Board and the various Board Committees are normally present and available to address questions at AGMs. The independent auditors are present to assist the Board in addressing any relevant queries from the shareholders. All shareholders are encouraged to attend the Company's general meetings to ensure a high level of accountability and to be updated on the Group's strategies and goals.

All shareholders are entitled to participate in and vote at the general meetings. If any shareholder is unable to attend, he/she is allowed to appoint up to two (2) proxies to vote on his/her behalf at the general meeting through a proxy form sent in advance. The Company's Constitution does not include the nominee or custodial services to appoint more than two proxies.

The Company is not implementing absentia voting methods such as voting via mail, email or fax until security, integrity and other pertinent issues are satisfactorily resolved.

Minutes of general meetings of shareholders will be published on the Company's website and announced via SGXNet as soon as practicable within one month from the date of such meeting. The minutes will record substantial and relevant comments or queries from shareholders relating to the agenda of the general meeting and responses from the Directors and Management.

The Company ensures that there are separate resolutions at general meetings on each substantially separate issue. Where the resolutions are "bundled", the Company will explain the reasons and material implications in the notice of meeting. For greater transparency, the Company will put all resolutions to vote by poll and make an announcement of the detailed results of the number of votes cast for and against each resolution and the respective percentages will be presented and announced on the same day.

Due to the COVID-19 outbreak, the Company's previous AGM held on 29 August 2020 ("**2020 AGM**") was held by way of electronic means, through "live webcast" and "audio-only means". The notice of AGM was not published on the newspaper, but was instead disseminated to shareholders through publication on SGXNet and the Company's website, in accordance with the alternative arrangements for holding of the AGM approved by the relevant authorities. The notice of AGM detailed the alternative arrangements for the 2020 AGM, during the COVID-19 pandemic. Shareholders participated in the AGM via electronic means, voting by appointing the Chairman of the 2020 AGM as proxy and their questions (if any) in relation to any resolution set out in the notice of AGM were sent to the Company in advance of the AGM, and responses to the queries were provided via announcement on SGXNet and the Company's website. The Company did not receive any queries from shareholders before the 2020 AGM. Minutes of the 2020 AGM had also been published by the Company on its corporate website and on the SGXNet within one (1) month from the date of the 2020 AGM.

For the upcoming AGM for FY2021, due to the current COVID-19 restriction orders in Singapore, shareholders will not be able to attend the AGM in person. The upcoming AGM will be held by way of electronic means, through “live webcast” and “audio-only means” and shareholders are encouraged to register themselves for the “live webcast” or “audio-only means”. Shareholders (whether individual or corporate) must appoint the Chairman of the Meeting as their proxy to attend, speak and vote on their behalf at the upcoming AGM if they wish to exercise their voting rights at the upcoming AGM. Please refer to the notice of AGM in this Annual Report detailing the alternative arrangements for the upcoming AGM for more information.

The Company does not have a fixed dividend policy. The form, frequency and amount of future dividends on the shares of the Company that the Directors may recommend or declare in respect of any particular financial year or period will be subject to the factors outlined below as well as any other factors deemed relevant by the Directors:

- (a) the level of the Group’s cash and retained earnings;
- (b) the Group’s actual and projected financial performance;
- (c) the Group’s projected levels of capital expenditure and other investment plans;
- (d) the Group’s working capital requirements and general financing condition;
- (e) restrictions on payment of dividends imposed on the Group by the Group’s financing arrangements (if any); and
- (f) the general economic and business conditions in countries in which the Group operates.

Having considered the challenging business environment which the Group operates, the Board has decided it is prudent not to declare or recommend any dividends, as the Group is in a loss making position for FY2021.

Engagement with Shareholders

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

Communication with shareholders are mainly made via SGXNet. This includes half-yearly financial results announcements, public announcements on major developments and price-sensitive information and annual reports. Some of these documents are also made available on the Company’s website.

The Company does not have an investor relations policy but maintains an investor relations website and the contact details of the investor relations can be found on the Company’s website which allows for an ongoing exchange of views so as to actively engage and promote regular, effective and fair communication with shareholders.

Shareholders may contact the Company via telephone or email to IR@versalink.com with questions and they will receive responses in a timely manner.

CORPORATE GOVERNANCE REPORT

E. MANAGING STAKEHOLDERS RELATIONSHIPS

Engagement with Stakeholders

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

The Board regularly engages the stakeholders through various means and communication channels. The relationships with material stakeholders have an impact on the Company's long term sustainability, service and products standards. By considering and balancing the needs and interests of material stakeholders, it would ensure the interests of the Company are best served. The material stakeholders of the Company include investors, employees, customers, investors, government and regulators as well as the community. The Group has also undertaken a process to determine the economic, environmental, social and governance issues, which important to these stakeholders.

Detailed approach to the stakeholder engagement and materiality assessment will be disclosed in the Group's sustainability report for FY2021, which will be published by the Company on SGXNet by 31 July 2021, to keep stakeholders informed on the Group's business and operations.

The Company's website provides a platform to allow communication and engagement with stakeholders at sustainability@versalink.com for their valuable feedback.

DEALINGS IN SECURITIES

The Company has adopted a policy whereby its Directors and employees are prohibited from dealing in the securities of the Company while in possession of price-sensitive information as well as during the period commencing one (1) month before the announcement of the Company's half-yearly and full-year results and ending on the date of the announcement of the relevant results. The Directors and officers are to refrain from dealing in the Company's securities on short-term considerations.

The Directors and employees are also required to adhere to the provisions of the Securities and Futures Act, Companies Act, the Catalist Rules and any other relevant regulations with regard to their securities transactions.

Directors and employees are also expected to observe insider trading laws at all times even when dealing with securities within the permitted trading period.

In view of the processes in place, in the opinion of the Directors, the Company has complied with Rule 1204(19) of the Catalist Rules on dealings in securities.

INTERESTED PERSON TRANSACTIONS

The Group has established internal control policies to ensure that transactions with interested persons are properly reviewed and approved, and are conducted at an arm's length commercial terms basis. Any Director who is interested in a transaction will abstain and refrain from deliberating, discussing, making recommendations and approving the transaction. The Group does not have a general mandate from shareholders for interested person transactions pursuant to Rule 920(1)(a) of the Catalist Rules.

Pursuant to Rule 905 of the Catalist Rules, there are no interested person transactions entered into by the Company or any of its subsidiaries during FY2021.

MATERIAL CONTRACTS

Rule 1204(8) of the Catalist Rules

Save for the service agreements entered into between the Company and each of the Executive Directors, there are no other material contracts entered into by the Company or any of its subsidiaries involving the interest of any Director, Group Chief Executive Officer or controlling shareholder of the Company, either still subsisting as at the end of financial year or if not then subsisting or entered into since the end of the previous financial year.

NON-SPONSOR FEES

Rule 1204(21) of the Catalist Rules

The Company has changed its continuing sponsor from CIMB Bank Berhad to ZICO Capital Pte. Ltd. with effect from 20 May 2021. For FY2021, there are no non-sponsor fees payable or paid to CIMB Bank Berhad.

MISCELLANEOUS INFORMATION AND ADDITIONAL INFORMATION REQUIRED PURSUANT TO RULE 720(5) OF THE CATALIST RULES ON DIRECTORS SEEKING FOR RE-ELECTION

The following additional information on Law Kian Guan (Adam Law), Law Boon Seng (Roland Law) and Dato' Dr Lee Chung Wah, all of whom are seeking re-election as Directors at the upcoming AGM, is to be read in conjunction with their respective biographies in the section headed "Directors' Profile" in this Annual Report.

Name of Director	Law Kian Guan (Adam Law)	Law Boon Seng (Roland Law)	Dato' Dr Lee Chung Wah
Date of appointment	21 April 2014	7 October 2020	7 October 2020
Date of last re-appointment (if applicable)	29 June 2018	Not applicable	Not applicable
Name of Age	43	69	46
Country of principal residence	Malaysia	Malaysia	Malaysia
The Board's comments on this re-election (including rationale, selection criteria, and the search and nomination process)	The NC has recommended and the Board has concurred with the NC for Law Kian Guan to retire and seek re-election at the forthcoming AGM following an assessment of his contributions, qualifications and experience.	The NC has recommended and the Board has concurred with the NC for Law Boon Seng to retire and seek re-election at the forthcoming AGM following an assessment of his contributions, qualifications and experience	The NC has recommended and the Board has concurred with the NC for Dato' Dr Lee Chung Wah to retire and seek re-election at the forthcoming AGM following an assessment of his contributions, qualifications, experience and independence.
Whether appointment is executive, and if so, the area of responsibility	Executive Please refer to the section headed "Directors' Profile" in this Annual Report for information on the area of responsibility.	Executive Please refer to the section headed "Directors' Profile" in this Annual Report for information on the area of responsibility.	Independent and Non-Executive

CORPORATE GOVERNANCE REPORT

Name of Director	Law Kian Guan (Adam Law)	Law Boon Seng (Roland Law)	Dato' Dr Lee Chung Wah
Job title (e.g. Lead ID, AC Chairman, AC Member etc.)	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Executive Director Member of the Nominating Committee 	<ul style="list-style-type: none"> Independent and Non-Executive Director Chairman of the Nominating Committee Member of the Audit Committee Member of the Remuneration Committee
Professional qualifications	National Technical Certificate Grade 3 in Motor Vehicle Mechanics and a Certificate of Apprenticeship in Automotive Technology (Light Vehicles), Institute of Technical Education	None	<p>Bachelor of Business, University of Southern Queensland</p> <p>Postgraduate certificate in Business Administration, University of Staffordshire, UK</p> <p>Doctorate of Business Administration, University of Atlanta, USA</p>
Working experience and occupation(s) during the past 10 years	<p>2015 to present:</p> <p>Adam Law joined the Group since September 2005. He has more than 14 years of experience in the furniture industry. He oversees the progress and achievement of special projects including furniture manufacturing processes and other special projects as directed by Management from time to time.</p>	<p>Roland Law is a visionary leader who founded Versalink, which was grown, expanded and successfully listed on the Catalist of the SGX-ST in 2014.</p> <p>January 1988 to June 2017 - Technical adviser to Jemaramas Jaya Sdn. Bhd. (a key subsidiary of the Versalink Group of companies).</p> <p>January 1999 to April 2014 - Executive Director in Major Top Sdn. Bhd. (a company engaged in the principal business activity of manufacturing of home furniture which was dissolved in 24 April 2014).</p> <p>May 2012 to present - Executive Director in BSL Venture Sdn. Bhd. (an investment holding company engaged in the businesses of letting of properties and property investment).</p>	<p>2009 to 2016:</p> <p>a) CEO/Executive Director - J&C Pacific Sdn. Bhd. (a subsidiary of INSAS Berhad, main board Malaysia Bursa Listed)</p> <p>2018 to present:</p> <p>b) Independent Non-Executive Director - Jadi Imaging Holdings Berhad (Main Board Malaysia Bursa Listed)</p> <p>c) Director - Salcon WP Sdn. Bhd., a subsidiary of Salcon Berhad (Main Board Malaysia Bursa Listed)</p> <p>d) Director - The One Smart City Development Limited Hong Kong (a related company to China High Precision Automation Limited (Hong Kong Listed))</p>

Name of Director	Law Kian Guan (Adam Law)	Law Boon Seng (Roland Law)	Dato' Dr Lee Chung Wah
Shareholding interest in the listed issuer and its subsidiaries	15,464,000 shares of the Company - Direct Interest	20,365,100 shares of the Company - Direct Interest	Nil
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	<p>Son of the Executive Director (Roland Law) and substantial shareholder of the Company (Lee Yuet Chin)</p> <p>Sibling of Executive Director (Matthew Law) and substantial shareholders of the Company (Arica Walters and Law Kian Hong)</p> <p>A Director of the following Company's principal subsidiaries: -Jemaramas Jaya Sdn. Bhd. -Versalink Marketing Sdn. Bhd.</p> <p>A shareholder of the Company holding 15,464,000 shares (direct interest)</p>	<p>Father of the Executive Directors (Matthew Law and Adam Law) and substantial shareholders of the Company (Arica Walters and Law Kian Hong)</p> <p>Spouse of substantial shareholder of the Company (Lee Yuet Chin)</p> <p>A shareholder of the Company holding 20,365,100 shares (direct interest)</p>	Nil
Conflict of interest (including any competing business)	Nil	Nil	Nil
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes	Yes

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Name of Director	Law Kian Guan (Adam Law)	Law Boon Seng (Roland Law)	Dato' Dr Lee Chung Wah
<p>Other Principal Commitments including Directorships</p> <ul style="list-style-type: none"> • Past (for the last 5 years) • Present 	<p>Directorships Nil</p> <p>Directorships Jemaramas Jaya Sdn. Bhd. Versalink Marketing Sdn. Bhd.</p>	<p>Directorships Nil</p> <p>Directorships BSL Venture Sdn. Bhd.</p>	<p>Directorships J&C Pacific Sdn. Bhd. (a subsidiary of INSAS Berhad)</p> <p>Jadi Imaging Holdings Berhad (under Bursa Malaysia Berhad)</p> <p>Directorships Jadi Imaging Holdings Berhad (Main Board Malaysia Bursa Listed)</p> <p>Salcon WP Sdn. Bhd., a subsidiary of Salcon Berhad (Main Board Malaysia Bursa Listed)</p> <p>Melodious Glory Sdn. Bhd.</p> <p>Purnama Awana Sdn. Bhd.</p> <p>Top Velocity Sdn. Bhd.</p> <p>Wide Plus Smart City Development Sdn. Bhd. a subsidiary of The One Smart City Development Limited, Hong Kong</p> <p>The One Smart City Development Limited, Hong Kong (a related company to China High Precision Automation Limited (Hong Kong Listed)</p> <p>The One BR Development Limited, Hong Kong</p> <p>SinoAsean Synergy Co. Limited, Hong Kong</p>
<p>(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?</p>	<p>No</p>	<p>No</p>	<p>No</p>

Name of Director	Law Kian Guan (Adam Law)	Law Boon Seng (Roland Law)	Dato' Dr Lee Chung Wah
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No	No
(c) Whether there is any unsatisfied judgment against him?	No	No	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No

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Name of Director	Law Kian Guan (Adam Law)	Law Boon Seng (Roland Law)	Dato' Dr Lee Chung Wah
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No

Name of Director	Law Kian Guan (Adam Law)	Law Boon Seng (Roland Law)	Dato' Dr Lee Chung Wah
<p>(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of :-</p> <p>i. any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or</p> <p>ii. any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or</p> <p>iii. any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or</p> <p>iv. any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?</p>	No	No	No

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Name of Director	Law Kian Guan (Adam Law)	Law Boon Seng (Roland Law)	Dato' Dr Lee Chung Wah
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No
<p>Any prior experience as a director of a listed Company?</p> <p><i>If yes, please provide details of prior experience.</i></p> <p><i>If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange. Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).</i></p>	<p>Yes.</p> <p>Adam Law is currently the Executive Director of the Company, which is listed on the SGX-ST.</p>	<p>Yes.</p> <p>Roland Law is currently the Executive Director of the Company, which is listed on the SGX-ST.</p> <p>Law Boon Seng has attended the following training organized by the Singapore Institute of Directors during FY2021: -</p> <ul style="list-style-type: none"> - Listed entity director programme (mandarin) - Nominating committee essentials 	<p>Yes.</p> <p>Dato' Dr Lee Chung Wah is currently an Independent Non-Executive Director of the Company, which is listed on the SGX-ST.</p> <p>Dato' Dr Lee Chung Wah has attended the following training organized by the Singapore Institute of Directors during FY2021: -</p> <ul style="list-style-type: none"> - Listed entity director programme - Audit committee essentials - Board risk committee essentials - Nominating committee essentials - Remuneration committee essentials

STATEMENT BY DIRECTORS AND FINANCIAL STATEMENTS

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STATEMENT BY DIRECTORS

The directors of the company are pleased to present the accompanying financial statements of the company and of the group for the reporting year ended 28 February 2021.

1. OPINION OF THE DIRECTORS

In the opinion of the directors,

- (a) the accompanying financial statements and the consolidated financial statements are drawn up so as to give a true and fair view of the financial position and performance of the company and, of the financial position and performance of the group for the reporting year covered by the financial statements or consolidated financial statements; and
- (b) at the date of the statement there are reasonable grounds to believe that the company will be able to pay its debts as and when they fall due.

The board of directors approved and authorised these financial statements for issue.

2. DIRECTORS

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

Chin Chee Choon

Law Kian Siong

Law Kian Guan

Law Boon Seng (Appointed on 7 October 2020)

Lee Chung Wah (Appointed on 7 October 2020)

Lim Tong Lee

3. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The directors of the company holding office at the end of the reporting year had no interest in shares in or debentures of the company or other related body corporate as recorded in the register of directors' shareholdings kept by the company under section 164 of the Companies Act, Chapter 50 ("the Act") except as follows:

Name of directors and company in which interests are held	At beginning of the reporting year / As at date of appointment	At end of the reporting year
	Direct interest	
	Number of shares of no par value	
The company – Versalink Holdings Limited		
Law Kian Siong	15,464,000	15,464,000
Law Kian Guan	15,464,000	15,464,000
Law Boon Seng	20,365,100	20,365,100

The directors' interests as at 21 March 2021 were the same as those at the end of the reporting year.

4. ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS BY MEANS OF THE ACQUISITION OF SHARES AND DEBENTURES

Neither at the end of the reporting year nor at any time during the reporting year did there subsist arrangements to which the company is a party, being arrangements whose objects are, or one of whose objects is, to enable 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.

5. EMPLOYEE SHARE OPTION SCHEME AND PERFORMANCE SHARE PLAN

Employee Share Option Scheme ("ESOS")

The ESOS was approved pursuant to a resolution passed by the shareholders on 18 August 2014.

The ESOS is administered by the remuneration committee whose members are:

- Lim Tong Lee – Chairman of the remuneration committee, non-executive and independent director
- Chin Chee Choon – Chairman of the audit committee and independent director
- Lee Chung Wah – Chairman of nominating committee and independent director

Subject to the absolute discretion of the remuneration committee, options may be granted to the following groups of participants under the ESOS:

- Group employees; and
- Group directors (including group executive directors, group non-executive directors and independent directors)

Controlling shareholders and their associates of a controlling shareholder who meet the eligibility criteria are eligible to participate in the ESOS provided that (a) the participation of; and (b) the terms of any options to be granted and the actual number of shares granted under the ESOS to a participant who is a controlling shareholder or an associate of a controlling shareholder shall be approved by the independent shareholders in separate resolutions for each such person.

Offers for the grant of options may be made at any time at the discretion of the remuneration committee, in accordance with the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Manual Section B: Rules of Catalist. Options which are fixed at the market price may be exercised after the first anniversary of the date of grant of that option while options exercisable at a discount to the market price may only be exercised after the second anniversary from the date of grant of the option. The ESOS shall continue in operation for a maximum of 10 years commencing on the date on which the ESOS is adopted by the company in the general meeting.

STATEMENT BY DIRECTORS

5. EMPLOYEE SHARE OPTION SCHEME AND PERFORMANCE SHARE PLAN

Performance Share Plan ("PSP")

The group operates a Performance Share Plan which was approved pursuant to a resolution passed by the shareholders on 18 August 2014.

The PSP is administered by the remuneration committee. The participants of the PSP are similar to those of the ESOS.

The exercise price for each option shall be determined by the remuneration committee at its absolute discretion, and fixed by the remuneration committee at:

- a price ("Market Price") equal to the average of the last dealt price for the shares on Catalist for five consecutive market days immediately preceding the relevant date of grant of the relevant Option; or
- a price which is set at a discount to the Market Price, the quantum of such discount to be determined by the remuneration committee in its absolute discretion, provided that the maximum discount which may be given in respect of any option shall not exceed 20% of the Market Price.

The PSP shall continue in force at the discretion of the remuneration committee, subject to a maximum period of 10 years commencing on the date on which the PSP is adopted by the company in the general meeting, provided always that the PSP may continue beyond the above stipulated period with the approval of the shareholders by ordinary resolution in the general meeting and of any relevant authorities which may then be required.

The total number of shares over which the remuneration committee may grant the options under the PSP and the total number of shares which may be delivered pursuant to the vesting of awards under the PSP on any date, when added to the aggregate number of shares issued and/or issuable in respect of (i) all options granted under the ESOS; (ii) all awards granted under the PSP; and (iii) all outstanding options, shares or awards issued and/or issuable or granted under such other share-based incentive schemes or share plans of the company, shall not exceed 15% of the total number of issued shares (including treasury shares, as defined in the Act) of the company on the day immediately preceding the offer date of the option or from time to time.

During the reporting year, no option to take up unissued shares of the company or any corporation in the group was granted and there were no shares of the company or any corporation in the group issued by virtue of the exercise of an options to take up unissued shares.

At the end of the reporting year, there were no unissued shares of the company or any corporation in the group under option.

During the reporting year, no shares were issued pursuant to the ESOS and PSP.

6. REPORT OF AUDIT COMMITTEE

The members of the audit committee at the date of this report are as follows:

- Chin Chee Choon – Chairman of the audit committee, non-executive chairman and independent director
- Lee Chung Wah – Chairman of the nominating committee and independent director
- Lim Tong Lee – Chairman of remuneration committee and independent director

The audit committee performs the functions specified by section 201B (5) of the Act. Among other functions, it performed the following:

- Reviewed with the independent external auditor their audit plan;
- Reviewed with the independent external auditor their evaluation of the company's internal accounting controls relevant to their statutory audit, and their report on the financial statements and the assistance given by the management to them;
- Reviewed with the internal auditor the scope and results of the internal audit procedures (including those relating to financial, operational and compliance controls and risk management) and the assistance given by the management to the internal auditor;
- Reviewed the financial statements of the group and the company prior to their submission to the directors of the company for adoption; and
- Reviewed the interested person transactions (as defined in Chapter 9 of the Singapore Exchange Securities Trading Limited's Listing Manual).

Other functions performed by the audit committee are described in the report on corporate governance included in the annual report of the company. It also includes an explanation of how independent auditor objectivity and independence is safeguarded where the independent auditor provide non-audit services.

The audit committee has recommended to the board of directors that the independent auditor, RSM Chio Lim LLP, be nominated for re-appointment as independent auditor at the next annual general meeting of the company.

STATEMENT BY DIRECTORS

7. DIRECTORS' OPINION ON THE ADEQUACY OF INTERNAL CONTROLS

Based on the internal controls established and maintained by the company, work performed by the internal and external auditors, and reviews performed by management, other committees of the board and the board, the audit committee and the board are of the opinion that company's internal controls, addressing financial, operational and compliance risks, are adequate as at the end of the reporting year 28 February 2021.

8. INDEPENDENT AUDITOR

RSM Chio Lim LLP has expressed willingness to accept re-appointment.

9. SUBSEQUENT DEVELOPMENTS

There are no significant developments subsequent to the release of the group's and the company's preliminary financial statements' as announced on 28 April 2021, which would materially affect the group's and the company's operating and financial performance as of the date of this report.

On behalf of the board of directors

Law Kian Siong

Director

Law Kian Guan

Director

28 May 2021

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF VERSALINK HOLDINGS LIMITED (Registration No: 201411394N)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the accompanying financial statements of Versalink Holdings Limited (the "company") and its subsidiaries (the "group"), which comprise the consolidated statement of financial position of the group and the statement of financial position of the company as at 28 February 2021, and the consolidated statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows of the group, and statement of changes in equity of the company for the reporting year then ended, and notes to the financial statements, including the significant accounting policies.

In our opinion, the accompanying consolidated financial statements of the group and the statement of financial position and statement of changes in equity of the company are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 ("the Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)") so as to give a true and fair view of the consolidated financial position of the group and the financial position of the company as at 28 February 2021 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the group and the changes in equity of the company for the reporting year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current reporting year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

(1) Net realisable value of inventories

Please also refer to Note 2 on the relevant accounting policies; Note 2C on critical judgements, assumptions and estimation uncertainties; and Note 15 on inventories at the reporting year end.

The group had inventories of RM11,840,000 as at end of the reporting year. The carrying amount of inventories may not be recoverable in full if those inventories become slow moving, or if their selling prices have declined below carrying amounts.

The estimate of allowance for obsolete inventories is based on the age of these inventories, prevailing market conditions in the system furniture industry and historical provisioning experience which requires management judgement. Management applies particular judgement in the areas relating to inventory allowance based on inventory aging. This methodology relies upon assumption made in determining appropriate allowance of inventories.

How we addressed the matter in our audit

For samples selected, our audit procedures included, among others (i) checking the net realisable value of the inventories by comparing cost to subsequent selling prices; (ii) reviewing the inventory turnover days and aging of the inventories to assess if there were any significant built up of aged inventories; and (iii) assessing the reasonableness of the allowance for inventory obsolescence.

We found no material exceptions from the procedures performed above.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF VERSALINK HOLDINGS LIMITED (Registration No: 201411394N)

Key audit matters (cont'd)

(2) Net realisable value of trade receivables

Please also refer to Note 2 on the relevant accounting policies; Note 2C on critical judgements, assumptions and estimation uncertainties; and Notes 16 and 26D for the receivables and credit risk of the group respectively.

Trade receivables totalled RM4,632,000 as at the end of the reporting year. Any impairment of significant receivables could have material impact to the group's profit or loss.

The trade receivables are subject to the expected credit loss model under the financial reporting standard on financial instruments. The expected lifetime losses are recognised from initial recognition of these assets. These assets are grouped based on shared credit risk characteristics and the days past due for measuring the expected credit losses over the expected life of the trade receivables and is adjusted for forward-looking estimates. At every reporting date the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

How we addressed the matter in our audit

Our audit procedures included (i) assessing the recoverability of the significant aged debts, by discussing with management, checking subsequent collections and corroborating to the historical payment records; and (ii) assessing whether disclosures in respect of the credit risk of trade receivables is appropriate.

For the simplified expected credit losses ("ECL") model, our audit procedures included (i) reviewing management's assessment of ECL; and (ii) assessing the measurement of expected loss allowance.

We also evaluated the qualitative adjustment to the allowance and challenging the reasonableness of the key assumptions in determining the allowance.

We found the estimates to be balanced and the disclosures to be appropriate.

Other information

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

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

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

Responsibilities of management and directors for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and 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.

Responsibilities of management and directors for the financial statements (cont'd)

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

- a) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group to cease to continue as a going concern.
- e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF VERSALINK HOLDINGS LIMITED (Registration No: 201411394N)

Report on other legal and regulatory requirements

In our opinion, the accounting and other records required by the Act to be kept by the company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is See Ling Ling, Helen.

RSM Chio Lim LLP
Public Accountants and
Chartered Accountants
Singapore

28 May 2021

Engagement partner - effective from reporting year ended 28 February 2021

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

YEAR ENDED 28 FEBRUARY 2021

	Notes	Group	
		2021 RM'000	2020 RM'000
Revenue	4	35,442	49,357
Cost of sales		(28,936)	(37,162)
Gross profit		6,506	12,195
Interest income		286	157
Other income and gains	5	632	4,585
Marketing and distribution expenses	6	(3,383)	(7,273)
Administrative expenses	6	(6,412)	(8,736)
Other losses	5	(1,548)	(1,757)
Finance costs		(236)	(313)
Share of loss from equity-accounted associate	14	-	(70)
Loss before income tax		(4,155)	(1,212)
Income tax expense	8	(46)	(42)
Loss, net of income tax		(4,201)	(1,254)
Other comprehensive income:			
Items that may be reclassified subsequently to profit or loss:			
Exchange differences on translating foreign operations, net of income tax		-	-
Total comprehensive loss for the year		(4,201)	(1,254)
(Loss) profit, net of tax attributable to:			
Owners of the company		(4,201)	(1,388)
Non-controlling interest		-	134
Loss, net of tax		(4,201)	(1,254)
Total comprehensive (loss) profit for the year attributable to:			
Owners of the company		(4,201)	(1,388)
Non-controlling interest		-	134
Total comprehensive loss for the year		(4,201)	(1,254)
Loss per share (Sen Ringgit Malaysia)			
Basic and diluted	9	(3.11)	(1.03)

The accompanying notes form an integral part of these financial statements.

STATEMENTS OF FINANCIAL POSITION

AS AT 28 FEBRUARY 2021

	Notes	Group		Company	
		2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	10	28,628	31,000	-	-
Right-of-use assets	11	31	1,162	-	-
Intangible asset	12	-	-	-	-
Investment in subsidiaries	13	-	-	57,257	60,510
Investment in associate	14	-	-	-	-
Other receivables, non-current	16	1,090	2,055	-	278
Total non-current assets		29,749	34,217	57,257	60,788
Current assets					
Inventories	15	11,840	12,731	-	-
Trade and other receivables, current	16	5,549	4,182	8,376	8,066
Other non-financial assets, current	17	3,445	1,482	22	32
Other financial assets, current	18	2,433	3,376	-	-
Cash and cash equivalents	19	7,496	6,085	245	176
Total current assets		30,763	27,856	8,643	8,274
Total assets		60,512	62,073	65,900	69,062
EQUITY AND LIABILITIES					
Equity					
Share capital	20	62,513	62,513	62,513	62,513
(Accumulated losses) retained earnings		(13,861)	(9,660)	2,986	6,232
Foreign currency translation reserves		8	8	-	-
Total equity		48,660	52,861	65,499	68,745
Non-current liabilities					
Deferred tax liabilities	8	173	173	-	-
Lease liabilities, non-current	23	-	681	-	-
Total non-current liabilities		173	854	-	-
Current liabilities					
Income tax payable		11	19	11	19
Trade and other payables, current	21	6,971	6,372	390	298
Other financial liabilities, current	22	4,664	1,458	-	-
Lease liabilities, current	23	33	509	-	-
Total current liabilities		11,679	8,358	401	317
Total liabilities		11,852	9,212	401	317
Total equity and liabilities		60,512	62,073	65,900	69,062

The accompanying notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED 28 FEBRUARY 2021

Group	Total Equity RM'000	Non- Controlling Interests RM'000	Attributable to Parent Subtotal RM'000	Share Capital RM'000	Foreign Currency Translation Reserves RM'000	Accumulated Losses RM'000
Current year:						
Opening balance at 1 March 2020	52,861	–	52,861	62,513	8	(9,660)
Changes in equity:						
Total comprehensive loss for the year	(4,201)	–	(4,201)	–	–	(4,201)
Closing balance at 28 February 2021	48,660	–	48,660	62,513	8	(13,861)
Previous year:						
Opening balance at 1 March 2019	53,798	(451)	54,249	62,513	8	(8,272)
Changes in equity:						
Total comprehensive (loss) income for the year	(1,254)	134	(1,388)	–	–	(1,388)
Disposal of subsidiary with a change in control (Note 13A)	317	317	–	–	–	–
Closing balance at 29 February 2020	52,861	–	52,861	62,513	8	(9,660)
Company						
				Total Equity RM'000	Share Capital RM'000	Retained Earnings RM'000
Current year:						
Opening balance at 1 March 2020				68,745	62,513	6,232
Changes in equity:						
Total comprehensive loss for the year				(3,246)	–	(3,246)
Closing balance at 28 February 2021				65,499	62,513	2,986
Previous year:						
Opening balance at 1 March 2019				68,315	62,513	5,802
Changes in equity:						
Total comprehensive income for the year				430	–	430
Closing balance at 29 February 2020				68,745	62,513	6,232

The accompanying notes form an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 28 FEBRUARY 2021

	Group	
	2021 RM'000	2020 RM'000
<u>Cash flows (used in) from operating activities</u>		
Loss before tax	(4,155)	(1,212)
Adjustments for:		
Depreciation of property, plant and equipment	2,174	2,863
Depreciation of right-of-use assets	345	512
Gains on disposal of plant and equipment	–	(2)
Gains on disposal of a subsidiary	–	(1,130)
Gains on lease termination	(29)	–
Impairment allowance on investment in associate	–	270
Interest income	(286)	(157)
Interest expense	236	313
Plant and equipment written off	511	23
Share of loss from associate	–	70
Operating cash flows before changes in working capital	(1,204)	1,550
Inventories	891	(3,150)
Trade and other receivables	(1,093)	(604)
Other non-financial assets	(1,921)	553
Other financial assets	943	(575)
Trade and other payables	599	2,801
Net cash flows (used in) from operations	(1,785)	575
Income taxes (paid) refund	(96)	1,392
Net cash flows (used in) from operating activities	(1,881)	1,967
<u>Cash flows used in investing activities</u>		
Purchase of property, plant and equipment (Note 10)	(313)	(1,956)
Proceeds from disposals of plant and equipment	–	22
Disposal of a subsidiary, net of cash disposed (Note 13A)	–	24
Interest received	286	157
Net cash flows used in investing activities	(27)	(1,753)
<u>Cash flows from financing activities</u>		
Repayment from associate	691	191
Increase in other financial liabilities (Note 19B)	2,227	731
Lease liabilities (Note 19B)	(370)	(572)
Decrease in cash restricted in use	(23)	(28)
Interest paid	(208)	(246)
Net cash flows from financing activities	2,317	76
Net increase in cash and cash equivalents	409	290
Cash and cash equivalents, statement of cash flows, beginning balance	4,680	4,390
Cash and cash equivalents, statement of cash flows, ending balance (Note 19A)	5,089	4,680

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

28 FEBRUARY 2021

1. GENERAL

The company is incorporated in Singapore with limited liability. The company is listed on the Catalist which is a shares market on Singapore Exchange Securities Trading Limited on 24 September 2014.

The financial statements are presented in Ringgit Malaysia ("RM") and all financial information have been rounded to the nearest thousand (RM'000), except when otherwise stated.

The board of directors approved and authorised these financial statements for issue on the date of the statement by directors. The directors have the power to amend and reissue the financial statements.

The principal activities of the company are those of an investment holding company and the provision of management services.

The principal activities of the subsidiaries are described in Note 13 to the financial statements.

The registered office is 8 Wilkie Road, #03-01 Wilkie Edge, Singapore 228095. The company is situated in Singapore. The principal place of business is Lot 6119, Jalan Haji Salleh, Batu 5½ Off Jalan Meru 41050 Klang Selangor, Malaysia.

Uncertainties relating to the Covid-19 pandemic:

The Covid-19 pandemic and the aftermath of the pandemic has caused and continues to cause disruptions resulting in uncertainties surrounding the reporting entity's business, including affecting its relationships with its existing and future customers, suppliers and employees, and which had and will continue to have an adverse effect on its financial position, financial performance of operations, cash flows and prospects for the foreseeable future. There is significant uncertainty around the medium to long term impact of the Covid-19 pandemic. Other entities are also evolving and assets held by them may have material uncertainties and/or disclaimers regarding the impact of Covid-19. These uncertainties gave rise to difficulties in making an accurate assessment by management of the future financial impacts on the reporting entity. Management will continue to closely monitor the further economic development and its impact. It is however reasonably probable that the Covid-19 pandemic will have an adverse impact on the reporting entity's revenues and results for the next reporting year, the extent of which will depend on how long the aftermath of the pandemic lasts.

Statement of compliance with financial reporting standards

These financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) ("SFRS(I)s") and the related Interpretations to SFRS(I) ("SFRS(I) INT") as issued by the Singapore Accounting Standards Council. They are in compliance with the provisions of the Companies Act, Chapter 50 and with the International Financial Reporting Standards (IFRSs) issued by the International Accounting Standards Board (IASB).

Accounting convention

The financial statements are prepared on a going concern basis under the historical cost convention except where a financial reporting standard requires an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies in the financial reporting standards may not be applied when the effect of applying them is not material. The disclosures required by financial reporting standards may not be provided if the information resulting from that disclosure is not material.

Basis of preparation of the financial statements

The preparation of financial statements in conformity with generally accepted accounting principles requires the management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting year. Actual results could differ from those estimates. The estimates and assumptions are reviewed on an ongoing basis. Apart from those involving estimations, management has made judgements in the process of applying the entity's accounting policies. The areas requiring management's most difficult, subjective or complex judgements, or areas where assumptions and estimates are significant to the financial statements, are disclosed at the end of this footnote, where applicable.

NOTES TO THE FINANCIAL STATEMENTS

28 FEBRUARY 2021

1. GENERAL (CONT'D)

Basis of presentation

The consolidated financial statements include the financial statements made up to the end of the reporting year of the company and all of its subsidiaries. The consolidated financial statements are the financial statements of the group (the parent and its subsidiaries) presented as those of a single economic entity and are prepared using uniform accounting policies for like transactions and other events in similar circumstances. All significant intragroup balances and transactions are eliminated on consolidation. Subsidiaries are consolidated from the date the reporting entity obtains control of the investee and cease when the reporting entity loses control of the investee.

Changes in the group's ownership interest in a subsidiary that do not result in the loss of control are accounted for within equity as transactions with owners in their capacity as owners. The carrying amounts of the group's and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. When the group loses control of a subsidiary it derecognises the assets and liabilities and related equity components of the former subsidiary. Any gain or loss is recognised in profit or loss. Any investment retained in the former subsidiary is measured at fair value at the date when control is lost and is subsequently accounted as equity investments financial assets in accordance with the financial reporting standard on financial instruments.

The company's separate financial statements have been prepared on the same basis, and as permitted by the Companies Act, Chapter 50, the company's separate statement of profit or loss and other comprehensive income is not presented.

2. SIGNIFICANT ACCOUNTING POLICIES AND OTHER EXPLANATORY INFORMATION

2A. Significant accounting policies

Revenue recognition

The financial reporting standard on revenue from contracts with customers establishes a five-step model to account for revenue arising from contracts with customers. Revenue is recognised at an amount that reflects the consideration to which the entity expects to be entitled in exchange for transferring goods or services to a customer (which excludes estimates of variable consideration that are subject to constraints, such as right of return exists, and modifications), net of any related taxes and excluding any amounts collected on behalf of third parties. An asset (goods or services) is transferred when or as the customer obtains control of that asset. As a practical expedient the effects of any significant financing component is not adjusted if the payment for the good or service will be within one year.

Sale of goods. Revenue is recognised at a point in time when the performance obligation is satisfied by transferring a promised good or service to the customer. Control of the goods is transferred to the customer, generally on delivery of the goods (in this respect, incoterms are considered).

Other income

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease unless another systematic basis is representative of the time pattern of the user's benefit, even if the payments are not on that basis. Interest income is recognised using the effective interest method.

Government grants

Government grants are recognised at fair value when there is reasonable assurance that the conditions attaching to them will be complied with and that the grants will be received. Grants in recognition of specific expenses are recognised in profit or loss on a systematic basis over the periods necessary to match them with the related costs that they are intended to compensate. The grant related to assets is presented in the statement of financial position by recognising the grant as deferred income that is recognised in profit or loss on a systematic basis over the useful life of the asset and in the proportions in which depreciation expense on those assets is recognised.

Employee benefits

Contributions to a defined contribution retirement benefit plan are recorded as an expense as they fall due. The entity's legal or constructive obligation is limited to the amount that it is obligated to contribute to an independently administered fund (such as the Central Provident Fund in Singapore, a government managed defined contribution retirement benefit plan). For employee leave entitlement the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur. A liability for bonuses is recognised where the entity is contractually obliged or where there is constructive obligation based on past practice.

2. SIGNIFICANT ACCOUNTING POLICIES AND OTHER EXPLANATORY INFORMATION (CONT'D)

2A. Significant accounting policies (cont'd.)

Borrowing costs

Borrowing costs are interest and other costs incurred in connection with the borrowings. Interest expense is calculated using the effective interest rate method. Borrowing costs are recognised as an expense in the period in which they are incurred except that borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset that necessarily take a substantial period of time to get ready for their intended use or sale are capitalised as part of the cost of that asset until substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

Foreign currency transactions

The functional currency is the Malaysian Ringgit as it reflects the primary economic environment in which the entity operates. Transactions in foreign currencies are recorded in the functional currency at the rates ruling at the dates of the transactions. At each end of the reporting year, recorded monetary balances and balances measured at fair value that are denominated in non-functional currencies are reported at the rates ruling at the end of the reporting year and fair value measurement dates respectively. All realised and unrealised exchange adjustment gains and losses are dealt with in profit or loss except when a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. The presentation is in the functional currency.

Translation of financial statements of other entities

Each entity in the group determines the appropriate functional currency as it reflects the primary economic environment in which the relevant reporting entity operates. In translating the financial statements of such an entity for incorporation in the combined financial statements in the presentation currency the assets and liabilities denominated in other currencies are translated at end of the reporting year rates of exchange and income and expense items for each statement presenting other comprehensive income are translated at average rates of exchange for the reporting year. The resulting translation adjustments (if any) are recognised in other comprehensive income and accumulated in a separate component of equity until the disposal of that relevant reporting entity.

Income tax

The income taxes are accounted using the asset and liability method that requires the recognition of taxes payable or refundable for the current year and deferred tax liabilities and assets for the future tax consequence of events that have been recognised in the financial statements or tax returns. The measurements of current and deferred tax liabilities and assets are based on provisions of the enacted or substantially enacted tax laws; the effects of future changes in tax laws or rates are not anticipated. Tax expense (tax income) is the aggregate amount included in the determination of profit or loss for the reporting year in respect of current tax and deferred tax. Current and deferred income taxes are recognised as income or as an expense in profit or loss unless the tax relates to items that are recognised in the same or a different period outside profit or loss. For such items recognised outside profit or loss the current tax and deferred tax are recognised (a) in other comprehensive income if the tax is related to an item recognised in other comprehensive income and (b) directly in equity if the tax is related to an item recognised directly in equity. Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same income tax authority.

The carrying amount of deferred tax assets is reviewed at each end of the reporting year and is reduced, if necessary, by the amount of any tax benefits that, based on available evidence, are not expected to be realised. A deferred tax amount is recognised for all temporary differences, unless the deferred tax amount arises from the initial recognition of an asset or liability in a transaction which (i) is not a business combination; and (ii) at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss). A deferred tax liability or asset is recognised for all taxable temporary differences associated with investments in subsidiaries, branches and associates, and joint arrangements except where the reporting entity is able to control the timing of the reversal of the taxable temporary difference and it is probable that the taxable temporary difference will not reverse in the foreseeable future or for deductible temporary differences, they will not reverse in the foreseeable future and they cannot be utilised against taxable profits.

NOTES TO THE FINANCIAL STATEMENTS

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2. SIGNIFICANT ACCOUNTING POLICIES AND OTHER EXPLANATORY INFORMATION (CONT'D)

2A. Significant accounting policies (cont'd.)

Property, plant and equipment

Property, plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses. Depreciation is provided on a straight-line method to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives of each part of an item of these assets (or, for leasehold improvements and certain leased assets, the shorter lease term).

The annual rates of depreciation are as follows:

Freehold land	–	Not depreciated
Buildings	–	2%
Furniture and fittings	–	10% to 20%
Motor vehicles	–	20%
Plant and machinery	–	10% to 20%
Renovations	–	10%

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements.

Work in progress is not depreciated as these assets are not yet available for use.

The gain or loss arising from the derecognition of an item of property, plant and equipment is recognised in profit or loss. The residual value and the useful life of an asset is reviewed at least at each end of the reporting year and, if expectations differ significantly from previous estimates, the changes are accounted for as a change in an accounting estimate, and the depreciation charge for the current and future periods are adjusted.

Cost also includes acquisition cost, borrowing cost capitalised and any cost directly attributable to bringing the asset or component to the location and condition necessary for it to be capable of operating in the manner intended by management. Subsequent costs are recognised as an asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss when they are incurred.

Right-of-use assets

The right-of-use assets are accounted and presented as if they were owned such as property plant and equipment. The useful life is three years (2020: two to four years).

Intangible assets

An identifiable non-monetary asset without physical substance is recognised as an intangible asset at acquisition cost if it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably. After initial recognition, an intangible asset with finite useful life is carried at cost less any accumulated amortisation and any accumulated impairment losses. An intangible asset with an indefinite useful life is not amortised. An intangible asset is regarded as having an indefinite useful life when, based on an analysis of all of the relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows for the entity.

2. SIGNIFICANT ACCOUNTING POLICIES AND OTHER EXPLANATORY INFORMATION (CONT'D)

2A. Significant accounting policies (cont'd.)

Leases of lessee

A lease conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. A right-of-use asset is capitalised in the statement of financial position, measured at the present value of the unavoidable future lease payments to be made over the lease term. A liability corresponding to the capitalised right-of-use asset is also recognised, adjusted for lease prepayments, lease incentives received, initial direct costs incurred and an estimate of any future restoration, removal or dismantling costs. The right-of-use asset is depreciated over the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. An interest expense is recognised on the lease liability (included in finance costs). For short-term leases of 12 months or less and leases of low-value assets (such as personal computers and small office equipment) where an accounting policy choice exists under the lease standard, the lease payments are expensed to profit or loss as incurred on a straight line basis over the remaining lease term.

Subsidiaries

A subsidiary is an entity including unincorporated and special purpose entity that is controlled by the reporting entity and the reporting entity 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. The existence and effect of substantive potential voting rights that the reporting entity has the practical ability to exercise (that is, substantive rights) are considered when assessing whether the reporting entity controls another entity.

In the reporting entity's separate financial statements, an investment in a subsidiary is accounted for at cost less any allowance for impairment in value. Impairment loss recognised in profit or loss for a subsidiary 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. The carrying value and the net book value of the investment in a subsidiary are not necessarily indicative of the amount that would be realised in a current market exchange.

Associate

An associate is an entity including an unincorporated entity in which the reporting entity has a significant influence and that is neither a subsidiary nor a joint arrangement of the reporting entity. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. An investment in an associate includes goodwill on acquisition, which is accounted for in accordance with the financial reporting standard on business combinations. However the entire carrying amount of the investment is tested under the financial reporting standard on impairment, by comparing its recoverable amount (higher of value in use and fair value) with its carrying amount, whenever application of the requirements in the financial reporting standard on financial instruments indicates that the investment may be impaired.

In the consolidated financial statements, the accounting for investments in an associate is on the equity method. Under the equity method the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the investor's share of the investee's net assets. The carrying value and the net book value of the investment in the associate are not necessarily indicative of the amounts that would be realised in a current market exchange. The investor's profit or loss includes its share of the investee's profit or loss and the investor's other comprehensive income includes its share of the investee's other comprehensive income. Losses of an associate in excess of the reporting entity's interest in the relevant associate are not recognised except to the extent that the reporting entity has an obligation. Profits and losses resulting from transactions between the reporting entity and an associate are recognised in the financial statements only to the extent of unrelated reporting entity's interests in the associate. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates are changed where necessary to ensure consistency with the policies adopted by the reporting entity. The reporting entity discontinues the use of the equity method from the date that when its investment ceases to be an associate and accounts for the investment in accordance with the financial reporting standard on financial instruments from that date. Any gain or loss is recognised in profit or loss. Any investment retained in the former associate is measured at fair value at the date that it ceases to be an associate.

In the company's separate financial statements, an investment in an associate is accounted for at cost less any allowance for impairment in value. Impairment loss recognised in profit or loss for an associate 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. The carrying value and the net book value of an investment in the associate are not necessarily indicative of the amounts that would be realised in a current market exchange.

NOTES TO THE FINANCIAL STATEMENTS

28 FEBRUARY 2021

2. SIGNIFICANT ACCOUNTING POLICIES AND OTHER EXPLANATORY INFORMATION (CONT'D)

2A. Significant accounting policies (cont'd.)

Business combinations

There were no business combinations during the reporting year.

Non-controlling interests

The non-controlling interest is equity in a subsidiary not attributable, directly or indirectly, to the reporting entity as the parent. The non-controlling interest is presented in the consolidated statement of financial position within equity, separately from the equity of the owners of the parent. For each business combination, any non-controlling interest in the acquiree (subsidiary) is initially measured either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Where the non-controlling interest is measured at fair value, the valuation techniques and key model inputs used are disclosed in the relevant Note. Profit or loss and each component of other comprehensive income are attributed to the owners of the parent and to the non-controlling interests. Total comprehensive income is attributed to the owners of the parent and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Inventories

Inventories are measured at the lower of cost (first in first out method) and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured inventories and work in progress, cost includes an appropriate share of overheads based on normal operating capacity.

Carrying amounts of non-financial assets

Irrespective of whether there is any indication of impairment, an annual impairment test is performed at about the same time every year on an intangible asset with an indefinite useful life or an intangible asset not yet available for use. The carrying amount of other non-financial assets is reviewed at each end of the reporting year for indications of impairment and where an asset is impaired, it is written down through profit or loss to its estimated recoverable amount. The impairment loss is the excess of the carrying amount over the recoverable amount and is recognised in profit or loss. The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. When the fair value less costs of disposal method is used, any available recent market transactions are taken into consideration. When the value in use method is adopted, in assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). At each end of the reporting year non-financial assets other than goodwill with impairment loss recognised in prior periods are assessed for possible reversal of the impairment. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been measured, net of depreciation or amortisation, if no impairment loss had been recognised.

2. SIGNIFICANT ACCOUNTING POLICIES AND OTHER EXPLANATORY INFORMATION (CONT'D)

2A. Significant accounting policies (cont'd.)

Financial instruments

Recognition and derecognition of financial instruments:

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the entity becomes party to the contractual provisions of the instrument. All other financial instruments (including regular-way purchases and sales of financial assets) are recognised and derecognised, as applicable, using trade date accounting or settlement date accounting. A financial asset is derecognised when the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the entity neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. A financial liability is removed from the statement of financial position when, and only when, it is extinguished, that is, when the obligation specified in the contract is discharged or cancelled or expires.

At initial recognition the financial asset or financial liability is measured at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Classification and measurement of financial assets:

1. Financial asset classified as measured at amortised cost: A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss (FVTPL), that is (a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Typically trade and other receivables, bank and cash balances are classified in this category.
2. Financial asset that is a debt asset instrument classified as measured at fair value through other comprehensive income (FVTOCI): There were no financial assets classified in this category at reporting year end date.
3. Financial asset that is an equity investment measured at fair value through other comprehensive income (FVTOCI): There were no financial assets classified in this category at reporting year end date.
4. Financial asset classified as measured at fair value through profit or loss (FVTPL): All other financial assets are classified as measured at FVTPL. In addition, on initial recognition, management may irrevocably designate a financial asset as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases.

Classification and measurement of financial liabilities:

Financial liabilities are classified as at fair value through profit or loss (FVTPL) in either of the following circumstances: (1) the liabilities are managed, evaluated and reported internally on a fair value basis; or (2) the designation eliminates or significantly reduces an accounting mismatch that would otherwise arise. All other financial liabilities are carried at amortised cost using the effective interest method. Reclassification of any financial liability is not permitted.

Cash and cash equivalents

Cash and cash equivalents in the statement of cash flows include bank and cash balances, on demand deposits and any highly liquid debt instruments purchased with an original maturity of three months or less. For the statement of cash flows, the item includes cash and cash equivalents less cash subject to restriction and bank overdrafts payable on demand that form an integral part of cash management.

NOTES TO THE FINANCIAL STATEMENTS

28 FEBRUARY 2021

2. SIGNIFICANT ACCOUNTING POLICIES AND OTHER EXPLANATORY INFORMATION (CONT'D)

2A. Significant accounting policies (cont'd.)

Fair value measurement

The fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. When measuring the fair value of an asset or a liability, market observable data to the extent possible is used. If the fair value of an asset or a liability is not directly observable, an estimate is made using valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs (eg by use of the market comparable approach that reflects recent transaction prices for similar items, discounted cash flow analysis, or option pricing models refined to reflect the issuer's specific circumstances). Inputs used are consistent with the characteristics of the asset/liability that market participants would take into account. The entity's intention to hold an asset or to settle or otherwise fulfil a liability is not taken into account as relevant when measuring fair value.

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety: Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities. Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (ie as prices) or indirectly (ie derived from prices). Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs). Transfers between levels of the fair value hierarchy are recognised at the end of the reporting period during which the change occurred.

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value. The fair values of non-current financial instruments may not be disclosed separately unless there are significant differences at the end of the reporting year and in the event the fair values are disclosed in the relevant notes to the financial statements.

2B. Other explanatory information

Provisions

A liability or provision is recognised when there is 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 a reliable estimate can be made of the amount of the obligation. A provision is made using best estimates of the amount required in settlement and where the effect of the time value of money is material, the amount recognised is the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense. Changes in estimates are reflected in profit or loss in the reporting year they occur.

Segment reporting

The reporting entity discloses financial and descriptive information about its consolidated reportable segments. Reportable segments are operating segments or aggregations of operating segments that meet specified criteria. Operating segments are components about which separate financial information is available that is evaluated regularly by the chief operating decision maker in deciding how to allocate resources and in assessing the performance. Generally, financial information is reported on the same basis as is used internally for evaluating operating segment performance and deciding how to allocate resources to operating segments.

2. SIGNIFICANT ACCOUNTING POLICIES AND OTHER EXPLANATORY INFORMATION (CONT'D)

2C. Critical judgements, assumptions and estimation uncertainties

The critical judgements made in the process of applying the accounting policies that have the most significant effect on the amounts recognised in the financial statements and the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting year are discussed below. These estimates and assumptions are periodically monitored to ensure they incorporate all relevant information available at the date when financial statements are prepared. However, this does not prevent actual figures differing from estimates.

Allowance on inventories:

The allowance for impairment of inventories assessment requires a degree of estimation and judgement. The level of the loss allowance is assessed by taking into account the recent sales experience, the ageing of inventories, other factors that affect inventory obsolescence and subsequent events. Possible changes in these estimates could result in revisions to the stated value of the inventories. The carrying amount of inventories at the end of the reporting year is disclosed in the Note on inventories.

Expected credit loss allowance on trade receivables:

The allowance for expected credit losses (ECL) assessment requires a degree of estimation and judgement. It is based on the lifetime ECL for trade receivables. In measuring the expected credit losses, management considers all reasonable and supportable information such as the reporting entity's past experience at collecting receipts, any increase in the number of delayed receipts in the portfolio past the average credit period, and forward looking information such as forecasts of future economic conditions (including the impact of the Covid-19 pandemic). The carrying amounts might change materially within the next reporting year but these changes may not arise from assumptions or other sources of estimation uncertainty at the end of the reporting year. The carrying amount is disclosed in the Note on trade and other receivables.

Estimation of useful lives of property, plant and equipment:

The estimates for the useful lives and related depreciation charges for property, plant and equipment are based on commercial and other factors which could change significantly as a result of innovations and in response to market conditions. The depreciation charge is increased where useful lives are less than previously estimated lives, or the carrying amounts written off or written down for technically obsolete items or assets that have been abandoned. It is impracticable to disclose the extent of the possible effects. It is reasonably possible, based on existing knowledge, that outcomes within the next reporting year that are different from assumptions could require a material adjustment to the carrying amount of the balances affected. The carrying amount of the specific asset or class of assets at the end of the reporting year affected by the assumption is RM21,414,000.

Measurement of impairment of investment in subsidiaries:

Where an investee is in net equity deficit and or has suffered losses a test is made whether the investment in the investee has suffered any impairment loss. This measurement requires significant judgement. An estimate is made of the future profitability of the investee, and the financial health of and near-term business outlook for the investee, including factors such as industry and sector performance, and operational and financing cash flow. It is impracticable to disclose the extent of the possible effects. It is reasonably possible, based on existing knowledge, that outcomes within the next reporting year that are different from assumptions could require a material adjustment to the carrying amount of the asset or liability affected. The carrying amount of the specific asset or liability (or class of assets or liabilities) at the end of the reporting year affected by the assumption is RM57,257,000.

NOTES TO THE FINANCIAL STATEMENTS

28 FEBRUARY 2021

3. RELATED PARTY RELATIONSHIPS AND TRANSACTIONS

The financial reporting standard on related party disclosures requires the reporting entity to disclose: (a) related party relationships, transactions and outstanding balances, including commitments, including (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

3A. Related party transactions:

There are transactions and arrangements between the reporting entity and related parties and the effects of these on the basis determined between the parties are reflected in these financial statements. The related party balances and transfer of resources, services or obligations if any are unsecured, without fixed repayment terms and interest or charge unless stated otherwise. The transactions were not significant.

3B. Key management compensation:

	Group	
	2021	2020
	RM'000	RM'000
Salaries and other short-term employee benefits	1,689	2,159

The above amounts are included under employee benefits expense. Included in the above amounts are following items:

	Group	
	2021	2020
	RM'000	RM'000
Remuneration of directors of the company	1,145	1,451
Fees to directors of the company	324	324

Further information about the remuneration of individual directors is provided in the report on corporate governance.

Key management personnel include the directors and those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly. Key management compensation comprised those of directors and other key management personnel totalling 6 (2020: 6) persons.

3. RELATED PARTY RELATIONSHIPS AND TRANSACTIONS (CONT'D)

3C. Other receivables from related parties:

The movements in other receivables from and other payables to related parties are as follows:

Company	Subsidiaries	
	2021 RM'000	2020 RM'000
<u>Other receivables:</u>		
Balance at beginning of the year	4,759	5,620
Amounts paid in and settlement of liabilities on behalf of the company	(251)	(1,085)
Amounts paid out and settlement of liabilities on behalf of subsidiaries	42	504
Reclassified to associate	-	(280)
Balance at end of the year (Note 16)	4,550	4,759

4. REVENUE

Revenue from contracts with customers

	Group	
	2021 RM'000	2020 RM'000
Sale of goods	35,442	49,357

The revenue from sale of goods is recognised based on point in time. The customers are mainly retailers and corporate customers. Also see Note 25.

NOTES TO THE FINANCIAL STATEMENTS

28 FEBRUARY 2021

5. OTHER INCOME AND GAINS AND (OTHER LOSSES)

	Group	
	2021 RM'000	2020 RM'000
Allowance for impairment on trade receivables		
– collectively impaired (Note 16)	(442)	(41)
Allowance for impairment on other receivables due from an associate		
– individually impaired (Note 16)	(55)	(1,168)
Bad trade debts written off	(169)	(62)
Covid-19 related rent concessions from lessor	124	–
Foreign exchange adjustment losses, net	(371)	(171)
Gains on disposal of plant and equipment	–	2
Gains on disposal of subsidiary	–	1,130
Gains on lease termination	29	–
Government grant	19	24
Wage Subsidy Scheme ^(a)	170	–
Impairment allowance on investment in associate (Note 14)	–	(270)
Insurance claims	–	3
Interest on compensation claimed	–	101
Plant and equipment written off	(511)	(23)
Rental income	80	13
Reversal of allowance for impairment on trade receivables		
– individually impaired (Note 16) ^(b)	169	3,286
Sale of scrap materials	–	21
Sundry income	41	5
Sundry expenses	–	(22)
Total	(916)	2,828
Presented in profit or loss as:		
Other income and gains	632	4,585
Other losses	(1,548)	(1,757)
Net	(916)	2,828

^(a) During the reporting year ended 28 February 2021, Wage Subsidy Scheme was provided by the Malaysia Government under the Pakej Rangsangan Ekonomi Prihatin Rakyat to assist the company in retaining local employees during this period of economic uncertainty.

^(b) During the reporting year ended 28 February 2021 and 29 February 2020, following the adjudication of claim filed against the customer, a trade receivable balance of RM169,000 and RM2,813,000 respectively which was impaired in the previous reporting year was recovered.

6. MARKETING AND DISTRIBUTION EXPENSES AND ADMINISTRATIVE EXPENSES

The major components include the following:

	Group	
	2021	2020
	RM'000	RM'000
<u>Marketing and distribution expenses</u>		
Advertisement and promotions	52	331
Sales commissions	42	128
Depreciation of property, plant and equipment (Note 10)	94	144
Depreciation of right-of-use assets (Note 11)	345	512
Employee benefits expense (Note 7)	2,058	4,050
Logistics expense	417	569
<hr/>		
<u>Administrative expenses</u>		
Depreciation of property, plant and equipment (Note 10)	618	954
Employee benefits expense (Note 7)	3,228	4,451
Audit fees to:		
- Independent auditor of the company	226	224
- Other independent auditor	72	72
Non-audit fees to:		
- Independent auditor of the company	16	16

7. EMPLOYEE BENEFITS EXPENSE

	Group	
	2021	2020
	RM'000	RM'000
Short term employee benefits expense	9,279	13,043
Contributions to defined contribution plans	636	1,068
Other benefits	859	943
<hr/>		
Total employee benefits expense	10,774	15,054
The employee benefits expense is charged as follows:		
Cost of sales	5,488	6,553
Marketing and distribution expenses (Note 6)	2,058	4,050
Administrative expenses (Note 6)	3,228	4,451
<hr/>		
Total employee benefits expense	10,774	15,054

NOTES TO THE FINANCIAL STATEMENTS

28 FEBRUARY 2021

8. INCOME TAX

8A. Components of income tax expense recognised in profit or loss include:

	Group	
	2021	2020
	RM'000	RM'000
Current tax expense	2	7
Under adjustments in respect of prior periods	44	35
Total income tax expense	46	42

Substantially the group's operations are located in Malaysia for the financial years under review. Accordingly, the Malaysian statutory tax rate of 24% (2020: 24%) is used in the reconciliation below:

	Group	
	2021	2020
	RM'000	RM'000
Loss before tax	(4,155)	(1,212)
Less: Share of loss from equity-accounted associate	–	70
	(4,155)	(1,142)
Income tax credit at the above rate	(997)	(274)
Effect of different tax rate in different country and change in tax rate	(12)	(32)
Expenses not deductible for tax purposes	196	56
Tax exemptions and rebate	(19)	(30)
Unrecognised deferred tax recognised this year	652	(290)
Deferred tax assets not recognised	192	594
Under adjustment to tax in respect of prior periods	44	35
Other minor items	(10)	(17)
Total income tax expense	46	42

There are no income tax consequences of dividends to owners of the company.

The tax effect of major expenses not deductible for tax purposes/(not liable to tax items) include the following:

	Group	
	2021	2020
	RM'000	RM'000
Depreciation of non-qualifying plant and equipment	59	45
Write off of non-qualifying plant and equipment	119	23
Gain on disposal of subsidiary	–	(271)
Allowance for impairment on other receivables due from an associate	13	280
Gain on disposal of plant and equipment	–	2
Wage subsidy	(41)	–

8. INCOME TAX (CONT'D)

8B. Deferred tax (credit) expense recognised in profit or loss include:

	Group	
	2021 RM'000	2020 RM'000
Excess of net book value on property, plant and equipment over tax values	(486)	(246)
Unrealised (gains) losses on foreign exchange	(13)	27
Provisions	(125)	282
Tax losses carryforwards	432	(657)
Deferred tax assets not recognised	192	594
Total deferred tax expense recognised in profit or loss	-	-

8C. Deferred tax balance in the statements of financial position:

	Group	
	2021 RM'000	2020 RM'000
<u>Deferred tax liabilities recognised in profit or loss:</u>		
Excess of net book value on property, plant and equipment over tax values	32	518
Unrealised losses on foreign exchange	-	13
Provisions	(1,018)	(893)
Tax losses carryforwards	(1,692)	(2,124)
Deferred tax assets not recognised	2,851	2,659
Net	173	173

It is impractical to estimate the amount expected to be settled or used within one year.

The group's subsidiaries have accumulated tax losses of RM7,050,000 (2020: RM8,850,000) as at 28 February 2021. In accordance with the relevant tax regulations in Malaysia, tax losses incurred in a financial year can be carried forward for a maximum period of seven years to be offset against future taxable profit. It is not certain whether future taxable profit will be available against the subsidiary's unused tax losses can be utilised. Consequently, a deferred tax asset has not been recognised.

The expiry dates of tax effect of tax losses carryforwards are as follows:

	Group	
	2021 RM'000	2020 RM'000
2024 and before	292	292
2025	33	33
2026	1,160	1,160
2027	-	639
2028	207	-
	1,692	2,124

Temporary differences arising in connection with interests in subsidiaries and associate are insignificant.

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9. LOSS PER SHARE

The following table illustrates the numerators and denominators used to calculate basic and diluted loss per share of no par value:

	Group	
	2021	2020
	RM'000	RM'000
Numerators: loss attributable to equity:		
Continuing operations: attributable to equity holders	(4,201)	(1,388)
	No. of	No. of
	share	shares
	'000	'000
Denominators: weighted average number of equity shares:		
Basic and diluted	135,000	135,000

The weighted average number of ordinary shares refers to shares in issue outstanding during the reporting period.

The basic loss per share ratio is based on the weighted average number of ordinary shares outstanding during the reporting year. There is no dilution of loss per share as there are no dilutive potential ordinary shares outstanding as at the end of the reporting year.

10. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land RM'000	Buildings RM'000	Furniture and fittings RM'000	Motor vehicles RM'000	Plant and machinery RM'000	Renovations RM'000	Work-in- progress RM'000	Total RM'000
<u>Cost:</u>								
At 1 March 2019	7,214	14,696	6,581	2,403	21,423	1,721	517	54,555
Additions	–	81	373	–	138	874	490	1,956
Disposals	–	–	–	–	(146)	–	–	(146)
Disposal of a subsidiary	–	–	(530)	(494)	–	(277)	–	(1,301)
Write-offs	–	–	(33)	–	(4)	(15)	–	(52)
At 29 February 2020	7,214	14,777	6,391	1,909	21,411	2,303	1,007	55,012
Additions	–	–	27	–	266	20	–	313
Write-offs	–	–	(25)	–	–	(590)	–	(615)
At 28 February 2021	7,214	14,777	6,393	1,909	21,677	1,733	1,007	54,710
<u>Accumulated depreciation:</u>								
At 1 March 2019	–	3,336	4,730	1,944	11,500	614	–	22,124
Depreciation for the year	–	294	624	182	1,573	190	–	2,863
Disposals	–	–	–	–	(126)	–	–	(126)
Disposal of a subsidiary	–	–	(367)	(326)	–	(127)	–	(820)
Write-offs	–	–	(23)	–	(1)	(5)	–	(29)
At 29 February 2020	–	3,630	4,964	1,800	12,946	672	–	24,012
Additions	–	295	327	69	1,268	215	–	2,174
Write-offs	–	–	(11)	–	–	(93)	–	(104)
At 28 February 2021	–	3,925	5,280	1,869	14,214	794	–	26,082
<u>Net carrying value:</u>								
At 1 March 2019	7,214	11,360	1,851	459	9,923	1,107	517	32,431
At 29 February 2020	7,214	11,147	1,427	109	8,465	1,631	1,007	31,000
At 28 February 2021	7,214	10,852	1,113	40	7,463	939	1,007	28,628

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10. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Allocation of the depreciation expense:

	Group	
	2021 RM'000	2020 RM'000
Cost of sales	1,462	1,765
Marketing and distribution expenses (Note 6)	94	144
Administrative expenses (Note 6)	618	954
Total	2,174	2,863

- (a) The net carrying values of property, plant and equipment which have been pledged as securities for banking facilities (see Note 22) are as follows:

	Group	
	2021 RM'000	2020 RM'000
Freehold land	7,214	7,214
Buildings	10,852	11,147
Total	18,066	18,361

- (b) Fully depreciated plant and equipment still in use had an initial costs of:

	Group	
	2021 RM'000	2020 RM'000
Furniture and fittings	3,715	3,400
Plant and machinery	9,790	9,286
Motor vehicles	1,708	1,431
Total	15,213	14,117

- (c) Details of land:

<u>Description/Location</u>	<u>Tenure</u>	<u>Gross floor area</u>
No. PT 76085 Mukim Kapar, Daerah Klang, Selangor Darul Ehsan. ⁽ⁱ⁾	Freehold	184,859 square feet

⁽ⁱ⁾ The fair value of the freehold land and building was measured for fair value in October 2020 to be RM35,000,000 based on the comparison and depreciated replacement cost method to reflect the actual market state and circumstances. The fair value was based on a valuation made by Knight Frank Malaysia Sdn. Bhd., a firm of independent professional valuers. The firm holds a recognised and relevant professional qualification with sufficient recent experience in the location and category of the property being valued. The management is of the opinion that there are no subsequent events subsequent to October 2020 that will impact the fair value as at 28 February 2021.

11. RIGHT-OF-USE ASSETS

The right-of-use assets have been included in statement of financial position. The details are as follows:

Group	Showroom RM'000
<u>Cost:</u>	
At 1 March 2019 and 29 February 2020	1,674
Termination of lease	(1,392)
At 28 February 2021	282
<u>Accumulated depreciation:</u>	
At 1 March 2019	–
Depreciation for the year	512
At 29 February 2020	512
Depreciation for the year	345
Termination of lease	(606)
At 28 February 2021	251
<u>Carrying value:</u>	
At 1 March 2019	1,674
At 29 February 2020	1,162
At 28 February 2021	31

The depreciation expense is charged to administrative expenses (Note 6).

Management has elected to measure right-of-use assets at the amount of the lease liability on adoption (adjusted for any lease prepayments or accrued lease expenses, onerous lease provisions, and leased assets which have subsequently been sub-leased).

Operating lease payments for the Group are for rentals payable for certain showroom premises.

There are restrictions or covenants imposed by the leases to sublet the asset to another party. The right-of-use asset can only be used by the lessee. Unless permitted by the owner, the lease prohibits from selling or pledging the underlying leased assets as security. Typically the leases are either non-cancellable or may only be cancelled by incurring a substantive termination fee. Insurance, and maintenance fees on right-of-use assets are usually required under the lease.

For the underlying assets, expected useful lives are determined by reference to comparable owned assets or the lease term, if shorter. Material residual value estimates and estimates of useful life are updated as required annually. Impairment loss allowance is provided if it is determined that the right-of-use asset is impaired. The right-of-use asset for operating leases in existence at 1 March 2019 to include initial direct costs.

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12. INTANGIBLE ASSET

Group	Development cost RM'000
<u>Cost:</u>	
At 1 March 2019, 29 February 2020 and 28 February 2021	910
<u>Accumulated amortisation and impairment losses:</u>	
At 1 March 2019, 29 February 2020 and 28 February 2021	910
<u>Net carrying value:</u>	
At 1 March 2019, 29 February 2020 and 28 February 2021	–

Development cost relates to the designer fees incurred in relation to the creation of a new luxury system furniture range by an Italian Architectural Firm.

The decreasing performance of the luxury system furniture by an Italian Architectural Firm with the brand of _AD MAIORA was considered sufficient to trigger the impairment test. The amounts have been fully impaired since the reporting year ended 28 February 2019.

13. INVESTMENT IN SUBSIDIARIES

	Company	
	2021 RM'000	2020 RM'000
At cost:		
Balance at beginning of the year	60,857	61,571
Disposal of a subsidiary (Note 13A)	–	(714)
	60,857	60,857
Allowance for impairment	(3,600)	(347)
Balance at the end of the year	57,257	60,510
Movements in allowance for impairment:		
Balance at beginning of the year	(347)	(1,061)
Impairment loss charged to profit or loss included in other losses ^(a)	(3,253)	–
Written off on disposal	–	714
Balance at end of the year	(3,600)	(347)

^(a) During the reporting year ended 28 February 2021, the decreasing performance of the subsidiaries was considered sufficient evidence to trigger an impairment test, resulting in an impairment loss amounting to RM3,253,000 to write down the cost of investment to its recoverable amount.

13. INVESTMENT IN SUBSIDIARIES (CONT'D)

The subsidiaries held by the company are listed below:

Name of subsidiaries, country of incorporation, place of operations and principal activities	Cost in books of the company		Effective percentage of equity held by the company	
	2021 RM'000	2020 RM'000	2021 %	2020 %
Jemaramas Jaya Sdn. Bhd. ^{(a) (c)} Malaysia Manufacture, marketing and sale of system furniture and other furniture related products	48,043	48,043	100	100
Versalink Marketing Sdn. Bhd. ^(a) Malaysia Marketing and sale of system furniture and other furniture related products	12,037	12,037	100	100
Steeltema (M) Sdn. Bhd. ^(a) Malaysia Dormant	500	500	100	100
Versalink Technology Sdn. Bhd. ^(a) Malaysia Dormant	277	277	100	100
Versalink (S) Pte. Ltd. ^(b) Singapore Dormant	–	–	100	100
Versalink System Furniture (S) Pte. Ltd. ^(b) Singapore Marketing and sale of system furniture and other furniture related products	–	–	100	100
Total investment in subsidiaries	60,857	60,857		

^(a) Other independent auditor. Audited by Crowe Malaysia PLT, a firm of accountants other than member firms of RSM International of which RSM Chio Lim LLP in Singapore is a member.

^(b) Audited by RSM Chio Lim LLP, a member of RSM International. The cost of investment is less than RM1,000.

^(c) Included in the amount for the reporting years ended 28 February 2021 and 29 February 2020 is a quasi-equity loan of RM15,942,000.

As required by Rule 716 of the Catalist Listing Manual of The Singapore Exchange Securities Trading Limited, the Audit Committee and the board of directors of the company have satisfied themselves that the appointment of different auditor for certain of its overseas subsidiaries would not compromise the standard and effectiveness of the audit of the group.

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13. INVESTMENT IN SUBSIDIARIES (CONT'D)

13A. Disposal of a subsidiary

The group deconsolidated its subsidiary, Alca Vstyle Sdn. Bhd. on 1 December 2019. The group's equity interest reduced from 51% to 34%. The gain on disposal is included in profit or loss. The retained interest in the investee is accounted for in accordance with SFRS(I) 28 as an associate whose fair value at the date of disposal was RM340,000, which was determined using on a willing buyer and willing seller basis.

The results for the reporting year from disposal of the subsidiary and the results for the previous reporting year and for the period from the beginning of the reporting year to 30 November 2019, which have been included in the consolidated financial statements, were as follows:

	Group	
	2020	2019
	RM'000	RM'000
Revenue	8,235	9,675
Expenses	(8,432)	(12,455)
Other gains	470	144
Profit (loss) before tax	273	(2,636)
Income tax expense	-	(15)
Profit (loss) after tax	273	(2,651)
Profit (loss), net of tax attributable to:		
- owners of the company	139	(1,352)
- non-controlling interests	134	(1,299)
	273	(2,651)

The following table is a summary of the carrying value of the assets and liabilities of the subsidiary at the date when the control is lost:

	As at date of	At end of
	disposal in	last year
	2020	2019
	RM'000	RM'000
Cash and cash equivalents	214	142
Trade and other receivables	2,924	2,173
Property, plant and equipment	481	502
Asset held for sale	1,385	1,259
Inventories	4,189	3,438
Other assets	269	122
Trade and other payables	(7,967)	(6,623)
Other financial liabilities	(2,364)	(2,280)
Net carrying amount of liabilities	(869)	(1,267)
Non-controlling interests	317	
Net liabilities deconsolidated	(552)	
Gain on disposal (Note 5)	1,130	
Fair value of remaining shareholding on the date when the control is lost	578	
Less: transfer to investment in associate	(340)	
Total cash consideration	238	

A net gain on disposal of RM1,130,000 from the de-consolidation being the consideration receivable on disposal less the carrying amount of the subsidiary's net assets. No tax charge or credit arose from the transaction. The subsidiary's unaudited financial statements as at 1 December 2019 were used to determine the above gain on disposal of the subsidiary.

13. INVESTMENT IN SUBSIDIARIES (CONT'D)

13A. Disposal of a subsidiary (cont'd)

An analysis of the net cash inflow of cash and cash equivalents in respect of the disposal of a subsidiary was as follows:

	As at date of disposal in 2020 RM'000
Cash consideration	238
Cash and cash equivalents disposed of	(214)
Net cash inflow	24

14. INVESTMENT IN ASSOCIATE

	Group	
	2021	2020
	RM'000	RM'000
Movements in carrying value:		
Balance at beginning of the year	270	–
Addition (Note 13A)	–	340
Share of loss	–	(70)
	270	270
Allowance for impairment	(270)	(270)
Balance at end of year	–	–
Share of net book value of associate	(407)	(425)
Movements in allowance for impairment:		
Balance at beginning of the year	(270)	–
Impairment loss charged to profit or loss included in other losses (Note 5)	–	(270)
Balance at end of the year	(270)	(270)

During the reporting year ended 29 February 2020, the decreasing performance of the associate was considered sufficient evidence to trigger an impairment test, resulting in an impairment loss amounting to RM270,000 to write down the cost of investment to its recoverable amount.

Name of associate, country of incorporation, place of operations and principal activities	Effective percentage of equity held by Group	
	2021	2020
	%	%
Alca Vstyle Sdn. Bhd. ^(a) Malaysia Trading in all kinds of high pressure laminate and related products	34	34

^(a) Other independent auditor. Audited by Crowe Malaysia PLT, a firm of accountants other than member firms of RSM International of which RSM Chio Lim LLP in Singapore is a member.

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14. INVESTMENT IN ASSOCIATE (CONT'D)

The associate is considered not material to the reporting entity. The summarised financial information of the non-material associate and the aggregate amounts (and not the reporting entity's share of those amounts) based on the financial statements of the associate is as follows. These are adjusted to reflect adjustments made by the reporting entity when using the equity method.

	2021 RM'000	2020 RM'000
Profit (loss), net of tax	76	(205)
Total comprehensive income (loss)	76	(205)
Net liabilities of the associate	(1,175)	(1,251)

15. INVENTORIES

	Group	
	2021 RM'000	2020 RM'000
Raw materials	8,972	9,867
Work-in-progress	352	165
Finished goods	2,516	2,699
Total inventories	11,840	12,731
Inventories are stated after allowance. Movements in allowance:		
Balance at beginning of the year	2,199	2,168
Disposal of a subsidiary	-	(111)
Charged to profit or loss included in cost of sales	406	142
Balance at end of the year	2,605	2,199
The write-down of inventories charged to profit or loss included in cost of sales	406	142
Changes in inventories of finished goods and work-in-progress increase (decrease)	4	(2,539)
The amount of inventories included in cost of sales	20,200	23,830

There are no inventories pledged as security for liabilities.

16. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<u>Trade receivables:</u>				
Outside parties	5,257	3,836	–	–
Less allowance for impairment:				
– collectively impaired	(625)	(317)	–	–
– individually impaired	–	(35)	–	–
Subsidiaries –	–	–	3,732	3,092
Net trade receivables – subtotal	4,632	3,484	3,732	3,092
<u>Other receivables:</u>				
Subsidiaries (Note 3C)	–	–	4,550	4,759
Associate (Note 3C) ^{(a), (b)}	3,230	3,921	221	493
Less allowance for impairment:				
– individually impaired	(1,223)	(1,168)	(127)	–
Net other receivables – subtotal	2,007	2,753	4,644	5,252
Total trade and other receivables	6,639	6,237	8,376	8,344
Presented in statement of financial positions:				
Non-current	1,090	2,055	–	278
Current	5,549	4,182	8,376	8,066
	6,639	6,237	8,376	8,344

^(a) The loan receivable from the associate amounting to RM221,000 (2020: RM493,000) which is unsecured, is repayable by 60 installments of approximately RM21,000 per month commencing from 1 May 2017 to 1 April 2022 and bears a fixed interest of 9.7% per annum.

^(b) Includes loan receivable from the associate amounting to RM3,009,000 (2020: RM3,428,000) which is unsecured, repayable by 36 instalments of approximately RM103,000 per month commencing from 1 July 2020 to 1 June 2023 and bears a fixed interest of 5.0% per annum (or 5.0% on the impaired amount).

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<u>Movements in above allowance:</u>				
Balance at beginning of the year	1,520	4,653	–	–
Allowance for impairment on trade receivables:				
– collectively impaired (Note 5)	442	41	–	–
Allowance for impairment on other receivables due from associate:				
– individually impaired (Note 5)	55	1,168	–	–
Reversal of allowance for impairment on trade receivables:				
– collectively impaired (Note 5)	–	–	–	–
– individually impaired (Note 5)	(169)	(3,286)	–	–
Disposal of subsidiary	–	(1,023)	–	–
Write-off	–	(33)	–	–
Balance at end of the year	1,848	1,520	–	–

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16. TRADE AND OTHER RECEIVABLES (CONT'D)

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<u>Loan receivable from Alca:</u>				
Movements during the year – at cost:				
Balance at beginning of the year from subsidiary	3,921	527	493	688
Reclassified from subsidiary/related company to associate ^(a)	–	3,539	–	–
Interest income	190	45	45	60
Repayment	(881)	(190)	(317)	(255)
Balance at end of the year	3,230	3,921	221	493

^(a) Prior to the disposal of Alca Vstyle (as disclosed in Note 13A), the balance from Alca Vstyle was recorded as receivables due from subsidiary/related company. Following the disposal, the balances were reclassified to amount due from associate. Accordingly, an allowance for impairment of RM1,168,000 was recognised in the profit and loss included under other losses (Note 5) during the reporting year ended 29 February 2020.

As the group and company does not hold any collateral, the maximum exposure to credit risk for each class of financial instruments is the carrying amount of that class of financial instruments presented on the statement of financial position.

(i) Concentration of credit risk

There is a significant concentration of credit risk with respect to trade receivables as the exposure is spread over a few number of counterparties and customers.

(ii) Credit risk exposure

The group determines concentrations of credit risk by monitoring the country of its trade receivables on an ongoing basis. The credit risk for trade receivables by countries at the end of the reporting period, approximately:

- 80% (2020: 80%) of the group's trade receivables from Malaysia.
- 20% (2020: 20%) of the group's trade receivables from other countries.

At each subsequent reporting date, an evaluation is made whether there is a significant change in credit risk by comparing the debtor's credit risk at initial recognition (based on the original, unmodified cash flows) with the credit risk at the reporting date (based on the modified cash flows). Adjustment to the loss allowance is made for any increase or decrease in credit risk.

As part of the process of setting customer credit limits, different credit terms are used. The average credit period generally granted to trade receivable customers is about 30 to 90 days (2020: 30 to 90 days). But some customers take a longer period to settle the amounts.

16. TRADE AND OTHER RECEIVABLES (CONT'D)

(a) Ageing analysis of the age of trade receivable amounts that are past due as at the end of the reporting year but not impaired:

	Group	
	2021	2020
	RM'000	RM'000
<u>Trade receivables:</u>		
Less than 3 months	2,058	1,530
3 to 6 months	431	165
Over 6 months	–	735
Total	2,489	2,430

(b) Ageing analysis as at the end of the reporting year of trade receivable amounts that are impaired:

	Group	
	2021	2020
	RM'000	RM'000
<u>Trade receivables:</u>		
Over 6 months	196	169

The allowance which is disclosed in the note on trade receivables is based on individual accounts totalling RM196,000 (2020 : RM169,000) of the group that are determined to be impaired at the end of the reporting year. These are not secured.

The expected credit losses (ECL) on the above trade receivables are based on the simplified approach to measuring expected credit losses (ECL) which uses a lifetime ECL allowance approach for all trade receivables recognised from initial recognition of these assets. These assets are grouped based on shared credit risk characteristics and the days past due for measuring the ECL. The allowance matrix is based on the historical observed default rates (over a period of 36 months) over the expected life of the trade receivables and is adjusted for forward-looking estimates including the impact of the Covid-19 pandemic. At every reporting date the historical observed default rates are updated and changes in the forward-looking estimates are analysed. The ageing of the assets is as follows:

	Gross amount		Expected loss rate		Loss allowance	
	2021	2020	2021	2020	2021	2020
	RM'000	RM'000	%	%	RM'000	RM'000
1 to 30 days past due	2,748	2,004	1.36	0.26	37	5
31 to 60 days past due	676	758	5.61	0.77	38	6
61 to 90 days past due	940	165	13.23	1.29	124	2
91 to 120 days past due	439	78	26.01	1.80	114	1
121 to 150 days past due	51	25	18.45	2.31	9	1
151 days to 1 year past due	206	667	51.46	24.44	106	163
Over 1 year past due	197	139	100.00	100.00	197	139
Total	5,257	3,836			625	317

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16. TRADE AND OTHER RECEIVABLES (CONT'D)

The amounts are written off when there are indications that there is no reasonable expectation of recovery or the failure of a debtor to make contractual payments over an extended period.

To determine whether a financial instrument has low credit risk, management uses its internal credit risk ratings (such as external rating of "investment grade" of a financial instrument) or other methodologies that are consistent with a globally understood definition of low credit risk (such as market participant perspective taking into account all of the terms and conditions of the financial instrument).

Concentration of trade receivable customers as at the end of the reporting year:

	Group	
	2021 RM'000	2020 RM'000
Top 1 customer	1,514	727
Top 2 customers	2,737	1,145
Top 3 customers	3,220	1,355

The other receivables shown above are subject to the expected credit loss model under the financial reporting standard on financial instruments. The other receivables can be graded for credit risk individually. At inception they are recorded net of expected 12 month credit losses. At each reporting date, an evaluation is made whether there is a significant change in credit risk by comparing the debtor's credit risk at initial recognition (based on the original, unmodified cash flows) with the credit risk at the reporting date (based on the modified cash flows). Adjustment to the loss allowance is made for any increase or decrease in credit risk. At the end of the reporting year a loss allowance is recognised at an amount equal to the lifetime expected credit losses if there has been a significant increase in credit risk since initial recognition including the impact of the Covid-19 pandemic. A loss allowance was recognised. Other receivables are normally with no fixed terms and therefore there is no maturity. Related company other receivables are regarded as of low credit risk if they are guaranteed by the parent or a related party with the ability to settle the amount. Other receivables are regarded as of low credit risk if they have a low risk of default and the debtor has a strong capacity to meet its contractual cash flow obligations in the near term. The methodology applied for impairment loss depends on whether there has been a significant increase in credit risk. A significant increase in credit risk is defined by management as any contractual payment which is more than 30 days past due. Any contractual payment which is more than 90 days past due is considered credit impaired.

17. OTHER NON-FINANCIAL ASSETS

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Advance payments on purchases of inventories	1,562	378	–	–
Deposits to secure services	284	278	–	–
Prepayments	1,283	552	22	32
Tax recoverable	316	274	–	–
Total other assets	3,445	1,482	22	32

18. OTHER FINANCIAL ASSETS

	Level	Group	
		2021 RM'000	2020 RM'000
<u>Financial assets at fair value through profit or loss:</u>			
Money market funds and other fixed income investments			
Country: Malaysia	1	2,433	3,376
Movement during the year:			
Fair value at beginning of the year		3,376	2,801
Additions		57	2,075
Redemptions		(1,000)	(1,500)
Fair value at end of the year		2,433	3,376

The other financial assets are investments in short to medium-term fixed income fund, with a withdrawal lead time period of 1 day to a maximum of one month and are managed by investment banks in Malaysia. There are no restrictions on the withdrawal of funds and they are designated as available for sale financial assets measured at fair value. The change in fair value is not significant.

At the end of the reporting year, the financial assets bore an effective interest rate that ranged between 2.34% to 2.45% (2020: 3.28% to 3.63%) per annum. The interest income from asset at fair value is RM57,000 (2020: RM75,000) and is not subject to tax.

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19. CASH AND CASH EQUIVALENTS

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Not restricted in use	6,531	5,143	245	176
Restricted in use ^(a)	965	942	–	–
Total cash and cash equivalents	7,496	6,085	245	176
Interest earning balances	965	942	–	–

^(a) This is for fixed deposits held by a banker to cover the bank facilities granted to the group (see Note 22).

The rates of interest for the cash on interest earning balances is ranged between 1.60% to 1.75% per annum (2020: 2.60% to 3.00%), and for a tenor of one to twelve months.

19A. Cash and cash equivalents in the consolidated statement of cash flows:

	Group	
	2021 RM'000	2020 RM'000
Amount as shown above	7,496	6,085
Cash pledged for bank facilities	(965)	(942)
Bank overdrafts (Note 22)	(1,442)	(463)
Cash and cash equivalents at end of the year	5,089	4,680

19B. Non-cash transactions:

2021 and 2020:

See Note 19C below.

19C. Reconciliation of liabilities arising from financing activities:

	2020 RM'000	Cash flows RM'000	Non-cash changes RM'000	2021 RM'000
<u>At 28 February 2021:</u>				
Other financial liabilities	1,458	3,206	–	4,664
Bank overdrafts (Note 22)	(463)	–	(979)	(1,442)
Lease liabilities (Note 23)	1,190	(370)	(787)	33
Net	2,185	2,836	(1,766)	3,255

19. CASH AND CASH EQUIVALENTS (CONT'D)

19C. Reconciliation of liabilities arising from financing activities: (cont'd)

	2019 RM'000	Cash flows RM'000	Non-cash changes RM'000	2020 RM'000
<u>At 29 February 2020:</u>				
Other financial liabilities	2,499	731	(1,772)	1,458
Liability of a disposal group classified as held for sale	1,036	–	(1,036)	–
Bank overdrafts (Note 22)	(886)	–	423	(463)
Lease liabilities (Note 23)	–	(572)	1,762	(a) 1,190
Net	2,649	159	(623)	2,185

(a) Adoption of financial reporting standard on lease effective from 1 March 2019 of RM1,902,000 and finance lease liability derecognised from the disposal of subsidiary of RM207,000.

20. SHARE CAPITAL

	Group and Company	
	Number of shares issued '000	Share capital RM'000
<u>Ordinary shares of no par value:</u>		
Balance at 1 March 2019, 29 February 2020 and 28 February 2021	135,000	62,513

The ordinary shares of no par value are fully paid, carry one vote each and have no right to fixed income. The company is not subject to any externally imposed capital requirements.

Capital management:

In order to maintain its listing on the Singapore Stock Exchange, it has to have share capital with a free float of at least 10% of the shares. The company met the capital requirement on its initial listing and the rules limiting treasury share purchases mean it will continue to satisfy that requirement, as it did throughout the reporting year. Management receives a report from the share registrars frequently on substantial share interests showing the non-free float to ensure continuing compliance with the 10% limit throughout the reporting year. The objectives when managing capital are: to safeguard the reporting entity's ability to continue as a going concern, so that it can continue to provide returns for owners and benefits for other stakeholders, and to provide an adequate return to owners by pricing the sales commensurately with the level of risk. The management sets the amount of capital to meet its requirements and the risk taken. There were no changes in the approach to capital management during the reporting year. The management manages the capital structure and makes adjustments to it where necessary or possible in the light of changes in conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the management may adjust the amount of dividends paid to owners, return capital to owners, issue new shares, or sell assets to reduce debt. Adjusted capital comprises all components of equity (that is, share capital and reserves).

The group's total borrowing is less than the cash and cash equivalents. The debt-to-capital ratio therefore does not provide a meaningful indicator of the risk from borrowings.

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21. TRADE AND OTHER PAYABLES

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<u>Trade payables:</u>				
Outside parties	4,184	3,040	-	-
Trade payables – subtotal	4,184	3,040	-	-
<u>Other payables:</u>				
Outside parties and accrued liabilities	1,775	2,320	390	298
Deposits received from customers (a)	1,012	1,012	-	-
Other payables – subtotal	2,787	3,332	390	298
Total trade and other payables	6,971	6,372	390	298
(a) Transaction price allocated to the remaining performance obligations: The aggregate amount of the transaction price allocated to the performance obligations that are unsatisfied (or partially unsatisfied) as of the end of the reporting year:				
Expected to be recognised within 1 year	1,012	1,012	-	-
At the end of the year	1,012	1,012	-	-

22. OTHER FINANCIAL LIABILITIES

	Group	
	2021 RM'000	2020 RM'000
<u>Current:</u>		
<u>Financial instruments with floating interest rates:</u>		
Bankers' acceptance (secured) (Note 22A)	1,989	804
Bankers' acceptance (unsecured) (Note 22B)	1,233	191
Bank overdrafts (secured) (Notes 19A and 22A)	1,442	463
Total other financial liabilities	4,664	1,458

The range of floating rate interest rates paid was as follows:

	Group	
	2021	2020
Bank overdrafts	6.82%	8.03%
Bankers' acceptance	3.37% to 4.96%	4.49% to 5.61%

22. OTHER FINANCIAL LIABILITIES (CONT'D)

22A. Bank overdrafts and bankers' acceptance (secured)

The bank agreements for certain of the bank loans, overdrafts and bankers' acceptance provide among other matters for the following:

- (a) First party charge against the freehold land and buildings of the group as disclosed in Note 10;
- (b) Joint and several guarantees by the non-controlling shareholders of a subsidiary;
- (c) Corporate guarantee for RM1,900,000 executed by Versalink Marketing Sdn. Bhd. to Jemaramas Jaya Sdn. Bhd.; and
- (d) Pledged of fixed deposits (Note 19).

22B. Bankers' acceptance (unsecured)

The bank agreements for certain of the bank loans, overdrafts and bankers' acceptance are covered by joint and several guarantees by the non-controlling shareholders of a subsidiary.

The fair values of the bank overdrafts and bankers' acceptance were estimated by discounting the future cash flows payable under the terms of the loan using the year-end market interest rate applicable to loans of similar credit risk, terms and conditions. The carrying amount is a reasonable approximation of fair value (Level 2).

23. LEASE LIABILITIES

Lease liabilities are presented in the statement of financial position as follows:

	Group	
	2021	2020
	RM'000	RM'000
Lease liabilities, current	33	509
Lease liabilities, non-current	–	681
	33	1,190

Movement of lease liabilities for the reporting year are as follows:

Balance at beginning of the year	1,190	1,235
Reasonably certain extension options	–	667
Interest on lease liabilities	28	67
Lease payments – principal portion paid	(370)	(572)
Finance lease liability – disposal of subsidiary	–	(207)
Termination of lease	(815)	–
Total lease liabilities at end of reporting year	33	1,190

The leases are for 1 showroom premise (2020: 3 showroom premises). The lease contracts are usually for fixed periods of 1 to 3 but may have extension options. Lease terms contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

Other information about the leasing activities relating to the right-to-use assets are summarised as follows:

	Group	
	2021	2020
Remaining term – range	1 year	2 to 3 years
Remaining term – average	1 year	2.5 years
Number of leases with extension options	–	2

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23. LEASE LIABILITIES (CONT'D)

At the date of transition (1 March 2019) to the new standard on leases, management elected to measure the right-of-use assets at an amount equal to the lease liability adjusted for any prepaid or accrued lease payments that existed at the date of transition (applied to leases previously classified as finance leases or operating leases). The lease liability above does not include the short-term leases and leases of low-value underlying assets. Variable lease payments which do not depend on an index or a rate or based on a percentage of revenue are not included from the initial measurement of the lease liability and the right-of-use assets.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

Lease liabilities under operating leases are secured by the right-of-use assets because these will revert to the lessor in the event of default.

The weighted average incremental borrowing rate applied to lease liabilities recognised is 4.76% (2020: 4.76%) per year.

A summary of the maturity analysis of lease liabilities that shows the remaining contractual maturities is disclosed in Note 26E.

The cash outflow for the leases for the year ended 29 February 2020 and 28 February 2021 are shown in the statement of cash flows.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is re-measured to reflect any reassessment or modification, or if there are changes to in-substance fixed payments. When the lease liability is re-measured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

There were no future cash outflows to which the lessee is potentially exposed that are not reflected in the measurement of lease liabilities above.

At reporting year date there were no commitments on leases which had not commenced.

24. CAPITAL COMMITMENTS

Estimated amounts committed at the end of the reporting year for future capital expenditure but not recognised in the financial statements are as follows:

	Group	
	2021	2020
	RM'000	RM'000
Commitment to purchase of plant and equipment	299	411

25. FINANCIAL INFORMATION BY OPERATING SEGMENTS

25A. Information about reportable segment profit or loss, assets and liabilities

Disclosure of information about operating segments, products and services, the geographical areas, and the major customers are made as required by SFRS(I) 8 Operating Segments. This disclosure standard has no impact on the reported financial performance or financial position of the group.

For management monitoring and reporting purposes, the group is organised into two major operating segments: domestic sales of office furniture and export sales of office furniture. Such a structural organisation is determined by the nature of risks and returns associated with each business segment and define the management structure as well as the internal reporting system. It represents the basis on which the management reports the primary segment information. They are managed separately because each business requires different strategies.

The segments are as follows:

The export sales segment is for sales of office furniture to countries overseas. The domestic sales segment is for sales of office furniture derived from local market in Malaysia. Inter-segment sales are measured on the basis that the entity actually used to price the transfers.

Internal transfer pricing policies of the group are as far as practicable based on market prices. The accounting policies of the operating segments are the same as those described in the summary of significant accounting policies.

The management reporting system evaluates performances based on a number of factors. However, the primary profitability measurement to evaluate segment's operating results is the gross profit.

25B. Profit or loss from continuing operations and reconciliations

	Export RM'000	Domestic RM'000	Group RM'000
Continuing operations 2021			
Revenue by segment			
Total revenue by segment	31,193	7,648	38,841
Inter-segment sales	(3,399)	–	(3,399)
Total revenue	27,794	7,648	35,442
Cost of sales by segment			
Total cost of sales by segment	(27,348)	(5,010)	(32,358)
Inter-segment cost of sales	3,422	–	3,422
Total cost of sales	(23,926)	(5,010)	(28,936)
Gross profit	3,868	2,638	6,506
Recurring EBITDA			(1,686)
Interest income			286
Finance costs			(236)
Depreciation and amortisation			(2,519)
Loss before tax			(4,155)
Income tax expense			(46)
Loss, net of tax			(4,201)

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25. FINANCIAL INFORMATION BY OPERATING SEGMENTS (CONT'D)

25B. Profit or loss from continuing operations and reconciliations (cont'd)

	Export RM'000	Domestic RM'000	Group RM'000
Continuing operations 2020			
Revenue by segment			
Total revenue by segment	37,173	18,630	55,803
Inter-segment sales	(6,150)	(296)	(6,446)
Total revenue	31,023	18,334	49,357
Cost of sales by segment			
Total cost of sales by segment	(30,797)	(12,799)	(43,596)
Inter-segment cost of sales	6,139	295	6,434
Total cost of sales	(24,658)	(12,504)	(37,162)
Gross profit	6,365	5,830	12,195
Recurring EBITDA			2,389
Interest income			157
Finance costs			(313)
Depreciation and amortisation			(3,375)
Share of loss from associate			(70)
Loss before tax			(1,212)
Income tax expense			(42)
Loss, net of tax			(1,254)

25C. Assets and reconciliations

	Export RM'000	Domestic RM'000	Unallocated RM'000	Group RM'000
<u>2021</u>				
Total assets for reportable segments	50,136	8,968	65,902	125,006
Elimination of inter-segment receivables	955	(37)	(65,412)	(64,494)
Total group assets	51,091	8,931	490	60,512
<u>2020</u>				
Total assets for reportable segments	49,158	11,270	69,064	129,492
Elimination of inter-segment receivables	1,001	(59)	(68,361)	(67,419)
Total group assets	50,159	11,211	703	62,073

25. FINANCIAL INFORMATION BY OPERATING SEGMENTS (CONT'D)

25D. Liabilities and reconciliations

	Export RM'000	Domestic RM'000	Unallocated RM'000	Group RM'000
<u>2021</u>				
Total liabilities for reportable segments	12,518	7,903	530	20,951
Elimination of inter-segment payables	(2,769)	(6,360)	(143)	(9,272)
Unallocated:				
Deferred tax liabilities	–	–	173	173
Total group liabilities	9,749	1,543	560	11,852
<u>2020</u>				
Total liabilities for reportable segments	9,371	8,394	435	18,200
Elimination of inter-segment payables	(2,949)	(6,080)	(132)	(9,161)
Unallocated:				
Deferred tax liabilities	–	–	173	173
Total group liabilities	6,422	2,314	476	9,212

25E. Other material items and reconciliations

	Export RM'000	Domestic RM'000	Group RM'000
Capital expenditure for non-current assets:			
2021	303	10	313
2020	1,334	622	1,956
Allowance for impairment loss on inventory obsolescence, net:			
2021	369	37	406
2020	142	–	142
(Reversal) allowance for impairment loss on trade receivables:			
2021	442	(169)	273
2020	–	(3,245)	(3,245)

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25. FINANCIAL INFORMATION BY OPERATING SEGMENTS (CONT'D)

25F. Geographical information

Revenue based on geographical locations of customers is as follows:

	2021 RM'000	2020 RM'000
Revenue:		
Malaysia	7,648	18,334
Middle East	3,623	6,890
North America	12,305	10,508
Asia	5,658	1,812
Singapore	327	595
Others	5,881	11,218
Consolidated revenue	35,442	49,357

Substantially all the group's operations are located in Malaysia, the carrying amount of non-current assets are in Malaysia.

25G. Information about major customers

	2021 RM'000	2020 RM'000
Top 1 customer in more than one segment	5,520	8,336
Top 2 customers in more than one segment	10,960	14,261
Top 3 customers in more than one segment	14,916	18,703

26. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS

26A. Categories of financial assets and liabilities

The following table categorises the carrying amount of financial assets and liabilities recorded at the end of the reporting year:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Financial assets:				
Financial assets at amortised cost	14,135	12,322	8,621	8,520
Financial assets at fair value through profit or loss (FVTPL)	2,433	3,376	-	-
At end of the year	16,568	15,698	8,621	8,520
Financial liabilities:				
Financial liabilities at amortised cost	10,656	8,008	390	298
At end of the year	10,656	8,008	390	298

Further quantitative disclosures are included throughout these financial statements.

26. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

26B. Financial risk management

The main purpose for holding or issuing financial instruments is to raise and manage the finances for the entity's operating, investing and financing activities. There are exposures to the financial risks on the financial instruments such as credit risk, liquidity risk and market risk comprising interest rate, currency risk and price risk exposures. Management has certain practices for the management of financial risks and actions to be taken in order to manage the financial risks. All financial risk management activities are carried out and monitored by senior management staff. All financial risk management activities are carried out following acceptable market practices.

There have been no changes to the exposures to risk; the objectives, policies and processes for managing the risk and the methods used to measure the risk.

26C. Fair values of financial instruments

The analyses of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 are disclosed in the relevant notes to the financial statements. These include the significant financial instruments stated at amortised cost and at fair value in the statement of financial position. The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

26D. Credit risk on financial assets

Financial assets that are potentially subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner. These arise principally from cash balances with banks, cash equivalents, receivables and other financial assets. The maximum exposure to credit risk is the total of the fair value of the financial assets at the end of the reporting year. Credit risk on cash balances with banks and any other financial instruments is limited because the counter-parties are entities with acceptable credit ratings. For expected credit losses (ECL) on financial assets, the general approach (three-stage approach) in the financial reporting standard on financial instruments is applied to measure the impairment allowance. Under this general approach the financial assets move through the three stages as their credit quality changes. On initial recognition, a day-1 loss is recorded equal to the 12 month ECL unless the assets are considered credit impaired. However, the simplified approach (that is, to measure the loss allowance at an amount equal to lifetime ECL at initial recognition and throughout its life) permitted by the financial reporting standards on financial instruments is applied for financial assets that do not have a significant financing component, such as trade receivables and contract assets. For credit risk on trade receivables, contract assets and other financial assets an ongoing credit evaluation is performed on the financial condition of the debtors and an impairment loss is recognised in profit or loss. Reviews and assessments of credit exposures in excess of designated limits are made. Renewals and reviews of credits limits are subject to the same review process.

Note 19 discloses the maturity of the cash and cash equivalents balances. Cash and cash equivalents are also subject to the impairment requirements of the standard on financial instruments. There was no identified impairment loss.

Other receivables are normally with no fixed terms and therefore there is no maturity.

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26. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

26E. Liquidity risk – financial liabilities maturity analysis

The following table analyses the non-derivative financial liabilities by remaining contractual maturity (contractual and undiscounted cash flows):

Group	Less than one year RM'000	Two to three years RM'000	Three to four years RM'000	Total RM'000
<u>28 February 2021:</u>				
<u>Non-derivative financial liabilities:</u>				
Trade and other payables	5,959	–	–	5,959
Gross borrowing commitments	4,872	–	–	4,872
Gross lease liabilities	33	–	–	33
At end of the year	10,864	–	–	10,864
<u>29 February 2020:</u>				
<u>Non-derivative financial liabilities:</u>				
Trade and other payables	5,360	–	–	5,360
Gross borrowing commitments	1,531	–	–	1,531
Gross finance lease obligations	552	453	252	1,257
At end of the year	7,443	453	252	8,148
			Company	
			2021	2020
			RM'000	RM'000
<u>Less than one year</u>				
<u>Non-derivative financial liabilities:</u>				
Trade and other payables			390	298

The undiscounted amounts on the borrowings with fixed and floating interest rates are determined by reference to the conditions existing at the reporting date.

The above amounts disclosed in the maturity analysis are the contractual undiscounted cash flows and such undiscounted cash flows differ from the amount included in the statement of financial position. When the counterparty has a choice of when an amount is paid, the liability is included on the basis of the earliest date on which it can be required to pay. At the end of the reporting year, no claims on the financial guarantees are expected.

26. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

26E. Liquidity risk – financial liabilities maturity analysis (cont'd)

The liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be paid at their contractual maturity. The average credit period taken to settle trade payables is about 30 days (2020: 30 days). The other payables are with short-term durations. The classification of the financial assets is shown in the statement of financial position as they may be available to meet liquidity needs and no further analysis is deemed necessary. In order to meet such cash commitments, the operating activity is expected to generate sufficient cash inflows.

In addition, the financial assets are held for which there is a liquid market and that are readily available to meet liquidity needs.

Bank facilities:

	Group	
	2021 RM'000	2020 RM'000
Undrawn borrowing facilities	12,862	16,068

The undrawn borrowing facilities are available for operating activities and to settle other commitments. Borrowing facilities are maintained to ensure funds are available for the operations. A schedule showing the maturity of financial liabilities and unused bank facilities is provided regularly to management to assist in monitoring the liquidity risk.

26F. Interest rate risk

Interest rate risk arises on interest-bearing financial instruments recognised in the statement of financial position and on some financial instruments not recognised in the statement of financial position. The following table analyses the breakdown of the significant financial instruments by type of interest rate:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<u>Financial liabilities with interest:</u>				
Fixed rates	33	1,190	–	–
Floating rates	4,664	1,458	–	–
Total at end of the year	4,697	2,648	–	–
<u>Financial assets with interest:</u>				
Fixed rates	4,195	4,863	221	493
Floating rates	2,433	3,376	–	–
Total at end of the year	6,628	8,239	221	493

The interest rates are disclosed in Notes 16, 18, 19 and 22.

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26. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

26F. Interest rate risk (cont'd)

Sensitivity analysis:

	Group	
	2021	2020
	RM'000	RM'000
<u>Financial liabilities:</u>		
A hypothetical variation in interest rates by 100 basis points with all other variables held constant, would have an increase in pre-tax loss for the year by	466	146
<u>Financial assets:</u>		
A hypothetical variation in interest rates by 100 basis points with all other variables held constant, would have a decrease in pre-tax loss for the year by	(243)	(338)

The analysis has been performed for floating interest rate over a year for financial instruments. The impact of a change in interest rates on floating interest rate financial instruments has been assessed in terms of changing of their cash flows and therefore in terms of the impact on profit or loss. The hypothetical changes in basis points are not based on observable market data (unobservable inputs).

26G. Foreign currency risks

Foreign exchange risk arises on financial instruments that are denominated in a foreign currency, ie in a currency other than the functional currency in which they are measured. For the purpose of this financial reporting standard on financial instruments: disclosures, currency risk does not arise from financial instruments that are non-monetary items or from financial instruments denominated in the functional currency.

Analysis of amounts denominated in non-functional currencies:

Group	Singapore Dollar RM'000	United States Dollar RM'000	Thai Baht RM'000	Chinese Renminbi RM'000	Total RM'000
<u>28 February 2021:</u>					
<u>Financial assets:</u>					
Cash and bank balances	257	3,012	–	–	3,269
Trade and other receivables	32	1,112	–	–	1,144
Total financial assets	289	4,124	–	–	4,413
<u>Financial liabilities:</u>					
Trade and other payables	(373)	–	(1,018)	(172)	(1,563)
Total financial liabilities	(373)	–	(1,018)	(172)	(1,563)
Net financial assets (liabilities) at end of the year	(84)	4,124	(1,018)	(172)	2,850

26. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

26G. Foreign currency risks (cont'd)

Group	Singapore	United States	Thai	Chinese	Total
	Dollar	Dollar	Baht	Renminbi	
	RM'000	RM'000	RM'000	RM'000	RM'000
<u>29 February 2020:</u>					
<u>Financial assets:</u>					
Cash and bank balances	18	1,799	–	–	1,817
Trade and other receivables	48	1,136	–	–	1,184
Total financial assets	66	2,935	–	–	3,001
<u>Financial liabilities:</u>					
Trade and other payables	–	–	(616)	–	(616)
Total financial liabilities	–	–	(616)	–	(616)
Net financial assets (liabilities) at end of the year	66	2,935	(616)	–	2,385
Company					
			Singapore Dollar		
			2021	2020	
			RM'000	RM'000	
<u>Financial assets:</u>					
Cash and bank balances			245	176	
Trade and other receivables			22	148	
Total financial assets			267	324	
<u>Financial liabilities:</u>					
Trade and other payables			(390)	(298)	
Total financial liabilities			(390)	(298)	
Net financial (liabilities) assets at end of the year			(123)	26	

There is exposure to foreign currency risk as part of its normal business.

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26. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

26G. Foreign currency risks (cont'd)

Sensitivity analysis:

	Group	
	2021 RM'000	2020 RM'000
A hypothetical 10% increase in the exchange rate of the functional currency RM against Singapore Dollar would have a favourable (adverse) effect on loss before tax of	8	(7)
A hypothetical 10% increase in the exchange rate of the functional currency RM against US Dollar would have an adverse effect on loss before tax of	(412)	(294)
A hypothetical 10% increase in the exchange rate of the functional currency RM against Thai Baht would have a favourable effect on loss before tax of	102	62
A hypothetical 10% increase in the exchange rate of the functional currency RM against Chinese Renminbi would have a favourable effect on loss before tax of	17	–
	<hr/>	
	Company	
	2021 RM'000	2020 RM'000
A hypothetical 10% increase in the exchange rate of the functional currency RM against Singapore dollar would have an favourable (adverse) effect on loss before tax of	12	(3)

The above table shows sensitivity to the hypothetical percentage variations in the functional currency against the relevant non-functional foreign currencies. The sensitivity rate used is the reasonably possible change in foreign exchange rates. For similar rate weakening of the functional currency against the relevant foreign currencies above, there would be comparable impacts in the opposite direction.

In management's opinion, the above sensitivity analysis is unrepresentative of the foreign currency risks as the historical exposure does not reflect the exposure in future.

The hypothetical changes in exchange rates are not based on observable market data (unobservable inputs). The sensitivity analysis is disclosed for each non-functional currency to which the entity has significant exposure at end of the reporting year. The analysis above has been carried out on the basis that there are no hedged transactions.

27. CHANGES AND ADOPTION OF FINANCIAL REPORTING STANDARDS

For the current reporting year new or revised financial reporting standards were issued by the Singapore Accounting Standards Council. Those applicable to the reporting entity are listed below. Those applicable new or revised standards did not require any significant modification of the measurement methods or the presentation in the financial statements.

<u>SFRS (I) No.</u>	<u>Title</u>
SFRS (I) 3	Definition of a Business – Amendments
SFRS (I) 1-1 and 1-8	Definition of Material – Amendments to SFRS (I) 1-1 and 1-8
SFRS (I) PS 2 SFRS(I)	Practice Statement 2 Making Materiality Judgements
SFRS (I) 1-39; 7 and 9	Interest Rate Benchmark Reform – Amendments to SFRS (I) 1-39; 7 and 9
	The Conceptual Framework for Financial Reporting
SFRS (I) 16	Covid-19 Related Rent Concessions - Amendment to (effective from 1 June 2020)

28. NEW OR AMENDED STANDARDS IN ISSUE BUT NOT YET EFFECTIVE

For the future reporting years certain new or revised financial reporting standards were issued by the Singapore Accounting Standards Council and these will only be effective for future reporting years. Those applicable to the reporting entity for future reporting years are listed below. The transfer to the applicable new or revised standards from the effective dates is not expected to result in any significant modification of the measurement methods or the presentation in the financial statements for the following year from the known or reasonably estimable information relevant to assessing the possible impact that application of the new or revised standards may have on the entity's financial statements in the period of initial application.

<u>SFRS (I) No.</u>	<u>Title</u>	<u>Effective date for periods beginning on or after</u>
SFRS (I) 1-1	Presentation of Financial Statements- amendment relating to Classification of Liabilities as Current or Non-current	1 January 2023
SFRS (I) 3	Definition of a Business - Reference to the Conceptual Framework – Amendments to SFRS (I) 3	1 January 2022
SFRS (I) 1-16	Property, Plant and Equipment: Proceeds before Intended Use – Amendments to SFRS (I) 1-16	1 January 2022
SFRS (I) 9	Financial Instruments – Fees in the “10 per cent” test for derecognition of financial liabilities (Annual Improvement Project)	1 January 2022
SFRS (I)10 and SFRS (I) 1-28	Sale or Contribution of Assets between and Investor and its Associate or Joint Venture	Not fixed yet
Various	Annual Improvements to SFRS(I)s 2018-2020	1 January 2022

STATISTICS OF SHAREHOLDINGS

AS AT 17 MAY 2021

SHARE CAPITAL

Issued and fully paid-up capital	:	S\$24,835,941.67
Number of issued shares	:	135,000,000
Class of shares	:	Ordinary shares
Voting rights	:	1 vote for each ordinary share (excluding treasury shares and subsidiary holdings)
Number of treasury shares	:	Nil
Number of subsidiary holdings	:	Nil

DISTRIBUTION OF SHAREHOLDINGS

Range of Shareholdings	No. of Shareholders	%	No. of Shares	%
1 - 99	0	0.00	0	0.00
100 - 1,000	9	5.63	6,100	0.00
1,001 - 10,000	53	33.12	333,800	0.25
10,001 - 1,000,000	82	51.25	6,616,100	4.90
1,000,001 AND ABOVE	16	10.00	128,044,000	94.85
TOTAL	160	100.00	135,000,000	100.00

SHAREHOLDINGS HELD BY THE PUBLIC

Based on the Register of Substantial Shareholders, information available to the Company and to the best knowledge of the Company as at 17 May 2021, approximately 22.11% of the total issued ordinary shares of the Company is held in the hands of the public as defined in the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited (the "Catalist Rules"). Accordingly, Rule 723 of the Catalist Rules is complied with.

TWENTY LARGEST SHAREHOLDERS

No.	Name	No. of Shares	%
1.	Law Boon Seng	20,365,100	15.09
2.	Lee Yuet Chin	18,363,500	13.60
3.	Law Kian Guan (Liu Jianyuan)	15,464,000	11.45
4.	Law Kian Siong	15,464,000	11.45
5.	Law Pei Ling	15,464,000	11.45
6.	Law Kian Hong	12,564,500	9.31
7.	CGS-CIMB Securities (Singapore) Pte. Ltd.	11,116,000	8.23
8.	BNP Paribas Nominees Singapore Pte. Ltd.	5,000,000	3.70
9.	Gan Kim Cho @Gan Kim Chor	2,873,600	2.13
10.	OCBC Securities Private Limited	2,623,600	1.94
11.	Yeo Khee Seng Benny	2,190,600	1.62
12.	Ifast Financial Pte. Ltd.	2,020,900	1.50
13.	Lim Chye Huat @ Bobby Lim Chye Huat	1,360,000	1.01
14.	Kek Chin Wu	1,075,000	0.80
15.	Gan Hsiao Ping Calvin (Yan Xiaobin Calvin)	1,058,900	0.78
16.	Chan Sin Keng	1,040,300	0.77
17.	Chun Kwong Pong	595,000	0.44
18.	Leow Kar Ping	530,000	0.39
19.	Leow Soy Nyuk Or Leow Soy Seon	500,500	0.37
20.	Phillip Securities Pte Ltd	460,000	0.34
TOTAL		130,129,500	96.37

**SUBSTANTIAL SHAREHOLDERS AS AT 17 MAY 2021
(AS RECORDED IN THE REGISTER OF SUBSTANTIAL SHAREHOLDERS)**

No.	Name of Shareholders	Direct Interest No. of Shares	Deemed Interest No. of Shares	Total	%*
1.	Law Boon Seng	20,365,100	–	20,365,100	15.09
2.	Lee Yuet Chin	18,363,500	–	18,363,500	13.60
3.	Law Pei Ling	15,464,000	278,000 ⁽¹⁾	15,742,000	11.66
4.	Law Kian Siong	15,464,000	–	15,464,000	11.45
5.	Law Kian Guan	15,464,000	–	15,464,000	11.45
6.	Law Kian Hong	12,564,500	–	12,564,500	9.31
7.	Yeo Khee Seng Benny	7,190,600 ⁽²⁾	–	7,190,600	5.33

Notes:

⁽¹⁾ Law Pei Ling is deemed to be interested in the 278,000 shares of the Company held by her spouse, Bevan Grant Walters, by virtue of Section 4 of the Securities and Futures Act, Cap. 289.

⁽²⁾ As per the Register of Members, the number of shares of the Company held by Yeo Khee Seng Benny in his own name is 2,190,600.

* Percentage is calculated based on the total number of issued shares of the Company of 135,000,000.

NOTICE OF ANNUAL GENERAL MEETING

VERSALINK HOLDINGS LIMITED

Registration No. 201411394N

(Incorporated in the Republic of Singapore)

NOTICE IS HEREBY GIVEN that the Annual General Meeting of Versalink Holdings Limited (the “**Company**”) will be convened and held by way of electronic means on Tuesday, 29 June 2021 at 2.00 p.m. to transact the following business:-

AS ORDINARY BUSINESS

1. To receive and adopt the Directors’ Statement and the Audited Financial Statements of the Company for the financial year ended 28 February 2021, together with the Auditor’s Report thereon. **Resolution 1**

2. To approve the payment of Directors’ fees of S\$106,000 for the financial year ended 28 February 2021 (2020: S\$107,000). **Resolution 2**

3. To note the retirement of Mr Chin Chee Choon who is retiring in accordance with Article 114 of the Company’s Constitution, as a Director of the Company.

*Mr Chin Chee Choon, upon his retirement at the conclusion of this Annual General Meeting, shall cease to be the Chairman of the Board of Directors of the Company (“**Board**”) and the Audit Committee and a member of the Remuneration Committee and Nominating Committee.*

4. To re-elect Mr Law Kian Guan, who is retiring in accordance with Article 114 of the Company’s Constitution and who, being eligible, offer himself for re-election as a Director of the Company. **Resolution 3**

Mr Law Kian Guan shall, upon re-election, remain as an Executive Director of the Company.

5. To re-elect Mr Law Boon Seng, who is retiring in accordance with Article 118 of the Company’s Constitution and who, being eligible, offer himself for re-election as a Director of the Company. **Resolution 4**

Mr Law Boon Seng shall, upon re-election, remain as an Executive Director of the Company and a member of the Nominating Committee.

6. To re-elect Dato’ Dr Lee Chung Wah, who is retiring in accordance with Article 118 of the Company’s Constitution and who, being eligible, offer himself for re-election as a Director of the Company. **Resolution 5**

Dato’ Dr Lee Chung Wah shall, upon re-election, remain as an Independent Non-Executive Director of the Company, Chairman of the Nominating Committee and a member of the Audit Committee and Remuneration Committee. Dato’ Dr Lee Chung Wah is considered independent by the Board for the purpose of Rule 704(7) of the Singapore Exchange Securities Trading Limited Listing Manual Section B: Rules of Catalyst.

7. To re-appoint RSM Chio Lim LLP as auditors of the Company and to authorise the Directors of the Company to fix their remuneration. **Resolution 6**

AS SPECIAL BUSINESS

To consider and, if thought fit, to pass the following as Ordinary Resolutions, with or without amendments:

8. Authority to allot and issue shares

Resolution 7

(a) "That pursuant to Section 161 of the Companies Act, Cap. 50. ("**Companies Act**") and Rule 806 of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") Listing Manual Section B: Rules of Catalist ("**Catalist Rules**"), authority be and is hereby given to the Directors of the Company to:

- (i) allot and issue shares in the capital of the Company ("**Shares**") whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, "**Instruments**") that might or would require Shares to be issued, including but not limited to, the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into Shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company may, in their absolute discretion, deem fit; and

(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 of the Company while this Resolution was in force,

provided that:

- (i) 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) shall not exceed one hundred per centum (100%) of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (ii) below), of which the aggregate number of Shares to be issued other than on a *pro-rata* basis to existing shareholders of the Company (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) shall not exceed fifty per centum (50%) of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (ii) below);
- (ii) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph (i) above, the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) shall be based on the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) at the time of the passing of this Resolution, after adjusting for:
 - (a) new Shares arising from the conversion or exercise of the Instruments or any convertible securities;
 - (b) new Shares arising from exercising share options or vesting of share awards, provided that such share options or share awards were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
 - (c) any subsequent bonus issue, consolidation or sub-division of Shares.

Adjustments in accordance with sub-paragraph (ii)(a) or sub-paragraph (ii)(b) above are only to be made in respect of new Shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution;

- (iii) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by SGX-ST) and the Constitution for the time being of the Company; and
- (iv) unless revoked or varied by the Company in a general meeting, such authority conferred by this Resolution shall continue in force until: (a) the conclusion of the next annual general meeting of the Company or by the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier; or (ii) in the case of Shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution, until the issuance of such Shares in accordance with the terms of the Instruments."

[See Explanatory Note (i)]

NOTICE OF ANNUAL GENERAL MEETING

9. **Authority to offer and grant awards and to allot and issue shares under the Versalink Performance Share Plan** **Resolution 8**

"That pursuant to Section 161 of the Companies Act and the Catalist Rules, approval be and is hereby given to the Directors of the Company to:

- a) offer and grant awards ("**Awards**") in accordance with the provisions of the Versalink Performance Share Plan (the "**Plan**");
- b) allot and issue from time to time such number of fully paid-up Shares as may be required to be allotted and issued pursuant to the vesting of the Awards granted by the Company under the Plan, whether granted during the subsistence of this authority or otherwise, provided that the aggregate number of Shares to be allotted and issued pursuant to the Plan, when aggregated together with Shares issued and/or issuable in respect of all Awards granted under the Plan, all other existing share schemes or share plans of the Company for the time being, shall not exceed fifteen per centum (15%) of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) from time to time; and
- c) unless revoked or varied by the Company in a general meeting, such authority conferred by this Resolution shall continue in force until the conclusion of the next annual general meeting of the Company or by the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier."

[See Explanatory Note (ii)]

10. **Authority to offer and grant options and to allot and issue shares under the Versalink Employee Share Option Scheme** **Resolution 9**

"That pursuant to Section 161 of the Companies Act and the Catalist Rules, approval be and is hereby given to the Directors of the Company to:

- a) offer and grant options ("**Options**") in accordance with the provisions of the Versalink Employee Share Option Scheme (the "**Scheme**");
- b) to allot and issue from time to time such number of fully paid-up Shares as may be required to be allotted and issued pursuant to the exercise of the Options granted by the Company under the Scheme, whether granted during the subsistence of this authority or otherwise, provided that the aggregate number of Shares to be allotted and issued pursuant to the Scheme, when aggregated together with Shares issued and/or issuable in respect of all Options granted under the Scheme, all other existing share schemes or share plans of the Company for the time being, shall not exceed fifteen per centum (15%) of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) from time to time; and
- c) unless revoked or varied by the Company in a general meeting, such authority conferred by this Resolution shall continue in force until the conclusion of the next annual general meeting of the Company or by the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier."

[See Explanatory Note (iii)]

11. To transact any other business which may be properly transacted at an Annual General Meeting.

Explanatory Notes:

- (i) Resolution 7, if passed, will empower the Directors of the Company, from the date of this Annual General Meeting until the date of the next Annual General Meeting, or the date by which the next Annual General Meeting is required by law to be held or the date such authority is revoked or varied by the Company in a general meeting, whichever is the earliest, to allot and issue Shares and convertible securities in the Company. The aggregate number of Shares (including any Shares issued pursuant to the convertible securities) which the Directors of the Company may allot and issue under this Resolution will not exceed one hundred per centum (100%) of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings), of which up to fifty per centum (50%) of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings), may be issued other than on a *pro-rata* basis to existing shareholders of the Company.

For the purpose of determining the aggregate number of Shares that may be issued, the percentage of issued Shares in the capital of the Company (excluding treasury shares and subsidiary holdings) will be calculated based on the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) at the time this Resolution is passed after adjusting for new Shares arising from the conversion or exercise of the Instruments or any convertible securities or the exercise of share options or the vesting of share awards which were issued and outstanding or subsisting at the time when this Resolution is passed and any subsequent bonus issue, consolidation or subdivision of Shares.

- (ii) Resolution 8, if passed, will empower the Directors of the Company, from the date of this Annual General Meeting until the date of the next Annual General Meeting, or the date by which the next Annual General Meeting is required by law to be held or the date such authority is revoked or varied by the Company in a general meeting, whichever is the earliest, to offer and grant Awards under the Plan and to allot and issue Shares upon the vesting of such Awards in accordance with the Plan provided that the aggregate number of Shares to be allotted issued pursuant to the Plan, when aggregated together with Shares issued and/or issuable in respect of all Awards granted under the Plan, all other existing share schemes or share plans of the Company for the time being, shall not exceed fifteen per centum (15%) of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) from time to time.
- (iii) Resolution 9, if passed, will empower the Directors of the Company, from the date of this Annual General Meeting until the date of the next Annual General Meeting, or the date by which the next Annual General Meeting is required by law to be held or the date such authority is revoked or varied by the Company in a general meeting, whichever is the earliest, to offer and grant Options under the Scheme and to allot and issue Shares upon the exercise of such Options in accordance with the Scheme, provided that the aggregate number of Shares to be allotted and issued pursuant to the Scheme, when aggregated together with Shares issued and/or issuable in respect of all Options granted under the Scheme, all other existing share schemes or share plans of the Company for the time being, shall not exceed fifteen per centum (15%) of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings) from time to time.

By Order of the Board

Seah Kim Swee
Company Secretary

Date: 9 June 2021

NOTICE OF ANNUAL GENERAL MEETING

Notes:

- a) A Shareholder (including a relevant intermediary*) entitled to vote at the Annual General Meeting of the Company on Tuesday, 29 June 2021 at 2.00 p.m. (the "**AGM**") must appoint Chairman of the AGM to act as proxy and direct the vote at the AGM.
- b) The instrument appointing the Chairman of the AGM as proxy must be under the hand of the appointor or on his/her attorney duly authorised in writing. Where the instrument appointing the Chairman of the AGM as proxy is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or duly authorised officer, failing which the instrument of proxy may be treated as invalid.
- c) 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 AGM, in accordance with Section 179 of the Companies Act, Chapter 50 of Singapore.
- d) In the case of joint shareholders, all holders must sign the form of proxy.

IMPORTANT NOTICE TO SHAREHOLDERS ON ALTERNATIVE ARRANGEMENTS FOR THE AGM:

In view of the safe distancing regulations to hold physical meetings and to minimize physical interactions and COVID-19 transmission risks, the Company will conduct its AGM by way of electronic means pursuant to the COVID-19 (Temporary Measures)(Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020. Printed copies of the documents relating to the business of the AGM, which comprise this notice of AGM dated 9 June 2021 ("**Notice**"), the proxy form for the AGM and the Company's Annual Report for the financial year ended 28 February 2021, will **NOT** be sent to Shareholders. Instead, these documents will be made available to shareholders of the Company ("**Shareholders**") for access and download via publication by the Company on the Company's corporate website at the URL <https://versalink.com/investor> and on the SGXNet at the URL <https://www.sgx.com/securities/company-announcements>.

Alternative arrangements relating to, among others, attendance at the AGM by way of electronic means (including arrangements by which the AGM can be electronically accessed via "live" audio-visual webcast or "live" audio-only stream), submission of questions in advance of the AGM, addressing of substantial and relevant questions prior to, or at the AGM and/or voting by appointing the Chairman of the AGM as proxy at the AGM, are set out below.

Due to the current COVID-19 situation and the related safe distancing measures in Singapore, a Shareholder (including a relevant intermediary*) will not be able to attend the AGM in person. A Shareholder (whether individual or corporate) must appoint the Chairman of the AGM as his/her/its proxy to attend, speak and vote on his/her/its behalf at the AGM if such Shareholder wishes to exercise his/her/its voting rights at the AGM.

- * Pursuant to Section 181 of the Companies Act, Cap. 50 of Singapore ("**Companies Act**"), any Shareholder who is a relevant intermediary is required to appoint the Chairman of the AGM to attend, speak and vote at the AGM. Relevant intermediary is either:
- (i) a banking corporation licensed under the Banking Act (Cap. 19) or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity; or
 - (ii) a capital market services license holder which provides custodial services for securities under the Securities and Futures Act (Cap. 289) and holds in that capacity; or
 - (iii) the Central Provident Fund ("**CPF**") Board established by the Central Provident Fund Act (Cap. 36), in respect of shares purchased on behalf of CPF investors.

Shareholders may participate at the AGM by taking note of the following steps:

1. Pre-registration for Live Webcast

A Shareholder will be able to follow the proceedings of the AGM through a “live” audio-visual webcast or “live” audio-only stream (collectively, “Live Webcast”) via mobile phone, tablet, computer or any such electronic device.

In order to do so, a Shareholder must pre-register no later than 2.00 p.m. on 25 June 2021 (“Registration Deadline”), by emailing to srs.teamd@boardroomlimited.com with the following details for verification purpose:-

For individual -

- a) Full Name (as per identification document);
- b) Last 4 alphanumeric characters of NRIC/Passport Number;
- c) Shareholding type (e.g. CDP; Scrip-based; SRS; Corporate Representative);
- d) Email address; and
- e) Contact number

For Corporate Entity -

- a) Company Name;
- b) Registration Number;
- c) Shareholding type (e.g. CDP; Scrip-based; SRS; Corporate Representative);
- d) Email address; and
- e) Contact number

Shareholders who have been authenticated will receive email instructions to access the Live Webcast of the proceedings of the AGM. Shareholders who have pre-registered by the Registration Deadline but did not receive email instructions by 2.00 p.m. on 26 June 2021 may contact the Company by email at dorothee@versalink.com for assistance.

Shareholders must not forward the abovementioned email instructions to other persons who are not Shareholders and who are not entitled to attend the AGM. This is also to avoid any technical disruptions or overload to the Live Webcast.

Investors who hold shares of the Company through relevant intermediaries as defined in Section 181(1C) of the Companies Act, including SRS Investors, and wish to participate in the AGM should, in addition to pre-registering, approach their respective agents, including SRS Operators, as soon as possible so that the necessary arrangements can be made by the relevant agents for their participation in the AGM.

2. Shareholders’ Queries

Shareholders will not be able to speak or ask questions during the Live Webcast, therefore it is important for them to submit their questions in advance of the AGM.

All questions in relation to any resolution set out in the Notice must be submitted no later than 2.00 p.m. on 26 June 2021 to the Company via email to dorothee@versalink.com.

NOTICE OF ANNUAL GENERAL MEETING

For verification purpose, when submitting any questions via email, Shareholders MUST provide the Company with their particulars (comprising full name (for individuals)/company name (for corporates), email address, contact number, NRIC (last 4 alphanumeric characters)/passport number (last 4 alphanumeric characters)/company registration number, shareholding type and number of shares held).

The Company will endeavor to address and provide its responses to the substantial and relevant questions from Shareholders in relation to any resolution set out in the Notice prior to the AGM via publication on the SGXNet website at the URL <https://www.sgx.com/securities/company-announcements> and on the Company's corporate website at the URL <https://versalink.com/investor>. Where substantial and relevant questions submitted by Shareholders are unable to be addressed prior to the AGM, the Company will address them during the AGM via Live Webcast. The Company will also address any subsequent clarifications sought, or follow-up questions, prior to, or during, the AGM in respect of substantial and relevant matters.

The minutes of the AGM, which include the Company's responses to the substantial and relevant questions from Shareholders which are addressed during the AGM, shall thereafter be published on SGXNet and the Company's corporate website, within one (1) month from the conclusion of the AGM.

Investors who hold shares of the Company through relevant intermediaries as defined in Section 181(1C) of the Companies Act, including SRS Investors, can submit their questions in relation to any resolution set out in the Notice upon pre-registration, however, they should, in addition to pre-registering, approach their respective agents, including SRS Operators, as soon as possible, so that the necessary arrangements can be made by the relevant agents for their participation in the AGM.

3. Proxy Voting

A Shareholder (including a relevant intermediary) will not be able to attend the AGM physically in person. If a Shareholder (whether individual or corporate) wishes to exercise his/her/its voting rights at the AGM, he/she/it must appoint the Chairman of the AGM as his/her/its proxy to attend, speak and vote on his/her/its behalf at the AGM. The instrument appointing the Chairman of the AGM as proxy has been uploaded together with this Notice on the SGXNet and the Company's corporate website on the same day.

Shareholders (whether individual or corporate) appointing the Chairman of the AGM as proxy must give specific instructions as to his/her/its manner of voting, or abstentions from voting, in the proxy form, failing which the appointment will be treated as invalid.

The instrument appointing the Chairman of the AGM as proxy, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must:

- (a) if sent personally or by post, to the Share Registrar of the Company, Boardroom Corporate & Advisory Services Pte Ltd, at **50 Raffles Place, Singapore Land Tower, #32-01 Singapore 048623** (Opening Hours is 9.00 a.m. to 5.30 p.m., Mondays to Fridays (excluding Public Holidays)); or
- (b) if sent by email, to srs.teamd@boardroomlimited.com,

in either case, by 2.00 p.m. on 27 June 2021 (being not less than 48 hours before the time appointed for holding the AGM and at any adjournment thereof) and in default the instrument of proxy shall not be treated as valid.

A Shareholder who wishes to submit an instrument of proxy by (a) and (b) must first download the proxy form for the AGM, which is available on SGXNet at the URL <https://www.sgx.com/securities/company-announcements> and the Company's corporate website at the URL <https://versalink.com/investors>, complete and sign the proxy form, before submitting it personally or by post to the address provided above, or scanning and sending it by email to the email address provided above.

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

Investors who hold shares of the Company through relevant intermediaries as defined in Section 181(1C) of the Companies Act, including SRS Investors, and wish to appoint the Chairman of the AGM as proxy, should approach their respective agents, including SRS Operators, to submit their votes at least seven (7) working days before the AGM (i.e. by 2.00 p.m. on 17 June 2021) in order to allow sufficient time for their respective relevant intermediaries to in turn submit a proxy form to appoint the Chairman of the AGM to vote on their behalf by the cut-off date.

The Company shall be entitled to reject the instrument appointing the Chairman of the AGM as proxy 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 the Chairman of the AGM as proxy (such as in the case where the appointor submits more than one instrument of proxy).

In the case of shares entered in the Depository Register, a Depositor's name must appear on the Depository Register maintained by The Central Depository (Pte) Limited as at 72 hours before the time appointed for holding the AGM in order for the Depositor to be entitled to appoint the Chairman of the AGM as proxy.

Important Notice:

Due to the evolving COVID-19 situation in Singapore, the Company may change the AGM arrangements at short notice. The Company will announce any changes to the holding or conduct of the AGM via the SGXNet. Shareholders are advised to check the SGXNet regularly for updates on the AGM.

Personal Data Privacy:

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

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

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

NOTICE OF ANNUAL GENERAL MEETING

This notice has been prepared by the Company and its contents have been reviewed by the Company's sponsor, ZICO Capital Pte. Ltd. (the "Sponsor"), in accordance with Rule 226(2) (b) of the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Manual Section B: Rules of Catalyst.

This notice has not been examined or approved by the SGX-ST and the SGX-ST assumes no responsibility for the contents of this notice including the correctness of any of the statements or opinions made or reports contained in this notice.

The contact person for the Sponsor is Ms. Alice Ng, Director of Continuing Sponsorship, ZICO Capital Pte. Ltd. at 8 Robinson Road #09-00 ASO Building, Singapore 048544, telephone (65) 6636 4201.

VERSALINK HOLDINGS LIMITED

Registration No. 201411394N
 (Incorporated in the
 Republic of Singapore)

ANNUAL GENERAL MEETING PROXY FORM

IMPORTANT

1. The Annual General Meeting of the Company to be held on Tuesday, 29 June 2021 at 2.00 p.m. (the "AGM") is being convened and will be held by way of electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020. The Notice of AGM dated 9 June 2021 has been published on 9 June 2021 on the SGXNet at the URL <https://www.sgx.com/securities/company-announcements> and the Company's corporate website at the URL <https://versalink.com/investors>.
2. Alternative arrangements relating to attendance at the AGM by way of electronic means (including arrangements by which the AGM can be electronically accessed via "live" audio-visual webcast or "live" audio-only stream (collectively "Live Webcast"), submission of questions in advance of the AGM, addressing of substantial and relevant questions prior to, or at the AGM and/or voting by appointing the Chairman of the AGM as proxy at the AGM, are set out in the accompanying section entitled "Important Notice to Shareholders on Alternative Arrangements for the AGM" of the Notice of AGM dated 9 June 2021. For the avoidance of doubt, the aforesaid section is circulated together with and forms part of the Notice of AGM dated 9 June 2021 in respect of the AGM.
3. Due to the current COVID-19 situation in Singapore, a member will not be able to attend the AGM in person. A member (whether individual or corporate) must appoint the Chairman of the AGM as his/her/its proxy to attend, speak and vote on his/her/its behalf at the AGM if such member wishes to exercise his/her/its voting rights at the AGM.
4. For investors who have used their SRS monies to buy the Company's shares, this proxy form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by them.
5. SRS investors who wish to vote should contact their SRS Approved Nominees to submit their voting instructions by 2.00 p.m. on 17 June 2021.
6. By submitting this proxy form, the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 9 June 2021.
7. Please read the notes overleaf which contain instructions on, *inter alia*, the appointment of the Chairman of the AGM as a member's proxy to attend, speak and vote on his/her/its behalf at the AGM.

I/We _____ NRIC/Passport number/Registration No. _____
 of _____

being a member(s) of **VERSALINK HOLDINGS LIMITED** (the "Company"), hereby appoint the Chairman of the 2021 Annual General Meeting of the Company ("AGM") as *my/our proxy to attend, speak and to vote for *me/us on *my/our behalf at the AGM to be held by way of electronic means on Tuesday, 29 June 2021 at 2.00 p.m. and at any adjournment thereof.

*I/We direct the Chairman of the AGM, being *my/our proxy, to vote for or against, or abstain from voting on the Ordinary Resolutions to be proposed at the AGM as indicated hereunder.

In the absence of specific directions in respect of a resolution, the appointment of the Chairman of the AGM as your proxy for that resolution will be treated as invalid.

No.	Resolutions	For**	Against**	Abstain**
1.	To receive and adopt the Directors' Statement and the Audited Financial Statements of the Company for the financial year ended 28 February 2021, together with the Auditor's Report thereon			
2.	To approve the payment of Directors' fees of S\$106,000 for the financial year ended 28 February 2021			
3.	To re-elect Mr Law Kian Guan as a Director of the Company			
4.	To re-elect Mr Law Boon Seng as a Director of the Company			
5.	To re-elect Dato' Dr Lee Chung Wah as a Director of the Company			
6.	To re-appoint RSM Chio Lim LLP as Auditors of the Company and to authorise the Directors of the Company to fix their remuneration			
7.	To authorise the Directors of the Company to allot and issue new shares			
8.	To authorise the Directors of the Company to offer and grant awards and to allot and issue shares in accordance with the provisions of the Versalink Performance Share Plan			
9.	To authorise the Directors of the Company to offer and grant options and to allot and issue shares in accordance with the provisions of the Versalink Employee Share Option Scheme			

Notes:

* Delete accordingly

** Voting will be conducted by poll. If you wish the Chairman of the AGM as your proxy to exercise all your votes "For" or "Against" the relevant resolution, please mark an "X" in the relevant box provided in respect of that resolution. Alternatively, please indicate the number of votes "For" or "Against" in the relevant box provided in respect of that resolution. If you mark an "X" in the abstain box for a particular resolution, you are directing your proxy, who is the Chairman of the AGM, not to vote on that resolution.

Dated this _____ day of _____ 2021

Total number of Shares held

 Signature(s) of member(s) or common seal

IMPORTANT: PLEASE READ NOTES OVERLEAF

NOTES :

1. Please insert the total number of shares in the capital of the Company (“Shares”) held by you. If you have Shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act, Chapter 289 of Singapore), you should insert that number of Shares. If you have Shares registered in your name in the Register of Members, you should insert that number of Shares. If you have Shares entered against your name in the Depository Register and Shares registered in your name in the Register of Members, you should insert the aggregate number of Shares. If no number is inserted, this instrument of proxy will be deemed to relate to all the Shares held by you.
2. **Due to the current COVID-19 situation in Singapore, a member will not be able to attend the AGM in person. If a member (whether individual or corporate) wishes to exercise his/her/its voting rights at the AGM, he/she/it must appoint the Chairman of the AGM as his/her/its proxy to attend, speak and vote on his/her/its behalf at the AGM. In appointing the Chairman of the AGM as proxy, a member (whether individual or corporate) must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the form of proxy, failing which the appointment of the Chairman of the AGM as proxy for that resolution will be treated as invalid.**
3. Any member who is a relevant intermediary is entitled to appoint the Chairman of the AGM to attend, speak and vote (whether to vote in favour of, or against, or to abstain from voting) at the AGM. Relevant intermediary is either:
 - i) a banking corporation licensed under the Banking Act (Cap. 19) or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity; or
 - ii) a capital market services license holder which provides custodial services for securities under the Securities and Futures Act (Cap. 289) and holds in that capacity; or
 - iii) the Central Provident Fund (“CPF”) Board established by the Central Provident Fund Act (Cap. 36), in respect of shares purchased on behalf of CPF investors
4. The instrument appointing the Chairman of the AGM as proxy, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must:
 - a) if sent personally or by post, to the Share Registrar of the Company, Boardroom Corporate & Advisory Services Pte Ltd, at **50 Raffles Place, Singapore Land Tower, #32-01 Singapore 048623** (Opening Hours is 9.00 a.m. to 5.30 p.m., Mondays to Fridays (excluding Public Holidays)); or
 - b) if sent by email, to srs.teamd@boardroomlimited.com,

Fold here

Affix
Postage
Stamp

The Company Secretary
Versalink Holdings Limited (201411394N)

8 Wilkie Road
#03-01 Wilkie Edge
Singapore 228095

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in either case, by 2.00 p.m. on 27 June 2021 (being not less than 48 hours before the time appointed for holding the AGM and at any adjournment thereof) and in default the instrument of proxy shall not be treated as valid.

A member who wishes to submit an instrument of proxy must first download, complete and sign the proxy form, before submitting it personally or by post to the address provided above, or before scanning and sending it by email to the email address provided above.

5. The instrument appointing the Chairman of the AGM as proxy must be under the hand of the appointor or his/her attorney duly authorised in writing. Where the instrument appointing the Chairman of the AGM as proxy is executed by a corporation, it must be executed under its common seal or signed on its behalf by an attorney duly authorised in writing or by an authorised officer of the corporation, failing which the instrument of proxy may be treated as invalid.
6. Where an instrument appointing the Chairman of the AGM as proxy is signed on behalf of the appointor by an attorney, the letter or power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.
7. A corporation which is a member may by resolution of its directors or other governing body authorise such person as it thinks fit to act as its representative at the AGM.
8. The Company shall be entitled to reject the instrument appointing the Chairman of the AGM as proxy if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing the Chairman of the AGM as proxy. In addition, in the case of members whose Shares are entered against their names in the Depository Register, the Company may reject any instrument appointing the Chairman of the AGM as proxy lodged if such members are not shown to have shares entered against their names in the Depository Register at 72 hours before the time appointed for holding the AGM as certified by The Central Depository (Pte) Limited to the Company.
9. For investors who have used their SRS monies (“SRS Investor”) (as may be applicable) to buy Shares, this proxy form is not valid for their use and shall be ineffective for all intents and purposes if used or purported to be used by them. SRS Investors who wish to appoint the Chairman of the AGM to act as their proxy should approach their respective SRS Operators to submit their votes at least seven (7) working days before the AGM (i.e. by 2.00 p.m. on 17 June 2021).

PERSONAL DATA PRIVACY:

By submitting an instrument appointing the Chairman of the AGM as proxy, the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 9 June 2021.

Singapore

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