



想當年 Ah Gong Says...
我们的故事，由此开始。
Here is where we began.

Old Chang Kee Coffee House

老曾记

GOOD OLD TASTE

古早味

Evolving with Time

ANNUAL REPORT 2021

Our Advocacy

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

This annual report has been reviewed by the Company's sponsor, PrimePartners Corporate Finance Pte. Ltd. (the "Sponsor"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "Exchange") and the Exchange assumes no responsibility for the contents of this document including the correctness of any of the statements or opinions made or reports contained in this document. The contact person for the Sponsor is Ms Ng Shi Qing, 16 Collyer Quay #10-00 Income at Raffles, Singapore 049318, sponsorship@ppcf.com.sg.



Contents

1	Corporate Profile	18	Key Management
2	Chairman's Statement and Operations Review	19	Corporate Information
6	Our Brands	20	Corporate Governance
8	Retail Outlets	69	Financial Statements
10	Milestones	143	Statistics of Shareholdings
12	Group Structure	146	Notice of Annual General Meeting
14	Financial Highlights	155	Addendum
16	Board of Directors		Proxy Form



Corporate Profile



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

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

Chairman's Statement & Operations Review

Dear Shareholders.

It is my pleasure to present to you Old Chang Kee Ltd.'s (the "**Company**" or "**Old Chang Kee**") and together with its subsidiaries, the "**Group**") Annual Report and the Group's financial results for the financial year ended 31 March 2021 ("**FY2021**").

(A) STATEMENT OF COMPREHENSIVE INCOME

FY2021 vs FY2020

The Group's revenue decreased by approximately S\$12.7 million or 14.4% for FY2021, mainly due to a decrease in revenue from retail outlets, offset by higher revenue from delivery, catering and events.

Revenue from retail outlets decreased by approximately S\$22.2 million or 26.4% mainly due to Covid-19 safe management measures.

Revenue from other services, such as delivery and catering services, increased by approximately S\$9.5 million mainly due to catering of packed meals to foreign workers dormitories, and higher delivery revenue.

The Group's gross margin improved by 1.9% to 65.6% in FY2021, mainly due to economies of scale from the large-scale catering of packed meals to foreign workers dormitories, improved food cost controls and higher production staff efficiency.



Other income increased by approximately S\$6.1 million due to government grants such as Job Support Scheme (“JSS”), Wage Credit Scheme, Special Employment Grant Scheme and property tax rebates.

The decrease in selling and distribution (“S & D”) expenses was largely due to lower overtime and part-timer costs, as some outlets were closed during the Phase 1 circuit breaker (“CB”) period and temporary closure of some outlets due to lower traffic; lower outlet operating expenses, waiver of foreign worker levies in April 2020 and rental rebates received from landlords during FY2021.

The increase in administrative expenses was mainly due to higher staff incentive provision arising from the increase in net profit for FY2021; offset by lower travelling, upkeep of motor vehicle, repair and maintenance expenses due to the temporary closure of some outlets and travel restrictions imposed by the government during the CB.

Finance costs decreased mainly due to lower loan interest rates and lower interest expenses arising from lease liabilities during FY2021.

Other expenses decreased by S\$1.8 million mainly due to lower impairment loss for our United Kingdom (“UK”) joint venture and our Malaysian associate, exchange rate gains on foreign currency denominated payables to related companies within the Group, and lower fixed assets written off due to fewer outlet closures, offset by higher impairment of right-of-use assets and property, plant and equipment for retail outlets affected by the pandemic.

The increase in depreciation expenses was mainly due to recognition of lease-related depreciation attributed to the right-of-use assets, as a result of outlet lease renewals that resulted in the increase in right-of-use-assets.

The Group’s tax expenses increased by S\$374,000 mainly due to higher profit for FY2021. The effective tax rate for the current period increased to 12.4% mainly due to an increase in profit offset by higher non-taxable JSS grant income for FY2021.

(B) STATEMENT OF FINANCIAL POSITION

Non-current assets

The Group’s non-current assets decreased by approximately S\$3.3 million, mainly due to:

- i. a decrease in property, plant and equipment resulting from the disposal of the Group’s factory facility in Woodlands Loop and motor vehicles, depreciation expenses, impairment and assets written off for selected outlets, offset by additions in FY2021; offset by

- ii. an increase in right-of-use assets of approximately S\$405,000 mainly due to lease renewal and new lease committed, offset by depreciation and impairment of right-of-use assets for retail outlets affected by the pandemic; and
- iii. an increase in long term deposits mainly due to top-up of lease deposit for lease renewal and reclassification of lease deposits in accordance with the respective lease tenures.





Current assets

The Group's current assets increased by approximately S\$11.4 million mainly due to:

- an increase in cash and bank balances of approximately S\$13.4 million as explained under the statement of cash flow in section (c) on the right; offset by
- a decrease in inventories mainly due to enhanced inventory control of finished goods purchased;
- a decrease in short term deposits, mainly due to reclassification of lease deposits in accordance with the respective lease tenures; and

- a decrease in trade and other receivables of approximately S\$1.4 million mainly due to grant receipts from government agencies of approximately S\$1.6 million, offset by receivables arising from the disposal of Group's factory facility on 31 March 2021.

Current and non-current liabilities

The increase in the Group's current and non-current liabilities was mainly due to:

- an increase in accruals due to higher staff incentive provision arising from the increase in profit for FY2021;
- an increase in tax provision during the year; and

- new lease liabilities of S\$11.6 million for new outlets and lease renewals.

The increase in current and non-current liabilities was partially offset by a decrease in lease liabilities mainly due to repayment during the financial year of approximately S\$10.7 million, a decrease in JSS deferred income of approximately S\$1.1 million due to subsequent recognition as JSS income, bank loan repayments made during FY2021 and a decrease in deferred tax provision.

Net working capital

As at 31 March 2021, the Group had a positive net working capital of approximately S\$7.5 million compared to negative net working capital of approximately S\$2.4 million as at 31 March 2020.

(C) CASH FLOW

FY2021 vs FY2020

For FY2021, the Group generated an operating profit before working capital changes of approximately S\$26.6 million. Net cash generated from operating activities, inclusive of working capital changes and tax paid, amounted to approximately S\$28.3 million in FY2021.

In FY2021, net cash used in investing activities amounted to approximately S\$754,000. This was mainly due to additions of plant and equipment, renovation costs for the Group's new retail outlets and working capital loans to the UK joint venture; offset by proceeds from disposal of the Group's assets.

Net cash used in financing activities amounted to approximately S\$14.1 million in FY2021. This was mainly due to dividends of approximately S\$1.2 million paid during FY2021, repayment of lease obligations inclusive of lease interest, of approximately S\$11.3 million and repayments of bank loans and finance lease during the period.

GOING FORWARD

The impact of Covid-19 on businesses in general has been unprecedented. While our retail revenue continues to show improvements since the end of Phase 1 CB and remains fairly resilient for the month of May 2021 thus far, significant uncertainty still hangs over the entire retail sector both in Singapore and overseas.

Our retail revenues remain below pre Covid-19 levels as at to date, due to various social

distancing measures put in place, resulting in operational losses for some of our retail outlets. The Group will continue to review if there is a need to provide for further impairment to our assets, depending on how Covid-19 pans out in the months ahead. While our overseas operations in Iskandar Malaysia, London and Perth have been similarly affected by Covid-19, the Group has sought new revenue streams including meal kit home deliveries and increased the range of snack deliveries and bento meals for our stay-at-home customers.

Since the onset of the pandemic, the Group had received corporate catering orders (including dormitory orders) for bento meals. The Group will continue with our efforts to reduce operating costs, improve operational efficiencies and seek more non-retail revenue streams, including beefing up our e-commerce presence during this difficult period. In the

meantime, the Group will continue to closely monitor if retail sales improve to pre Covid-19 levels in the coming weeks and months.

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

DIVIDENDS

The Directors have proposed a final dividend of 1.0 Singapore cent per ordinary share for FY2021. Due to significant uncertainty on the duration and intensity of the Covid-19 pandemic, the Board has continued to take a prudent approach in recommending a 1.0 cent ordinary (final) dividend for FY2021 to conserve the Group's cash flows.

ACKNOWLEDGEMENT

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

Han Keen Juan

Executive Chairman



Our Brands

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



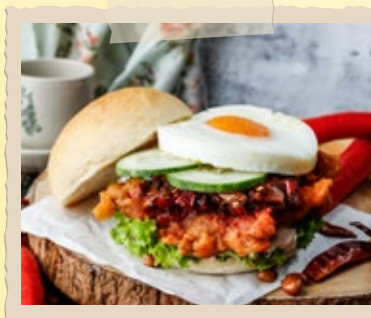
O' My Darling!

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



CATERING

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



O' My Kampong

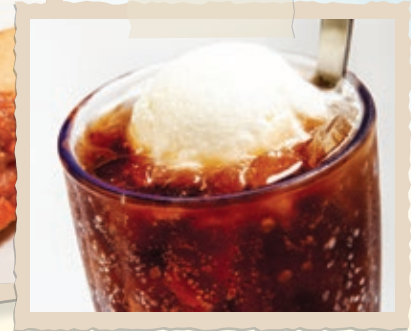
at Sengkang Riverside Park
Yours Sincerely OldChangKee®

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



包含 Bun Times

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



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



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



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



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

Retail Outlets

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

Caltex Dunearn
Caltex Jurong West
Caltex Tampines
Causeway Point
Change Alley Mall
Changi Airport Terminal 3
Changi Airport Terminal 4
Changi City Point
Chua Chu Kang MRT Station
City Square Mall
Clementi Mall
Compass One
Far East Plaza

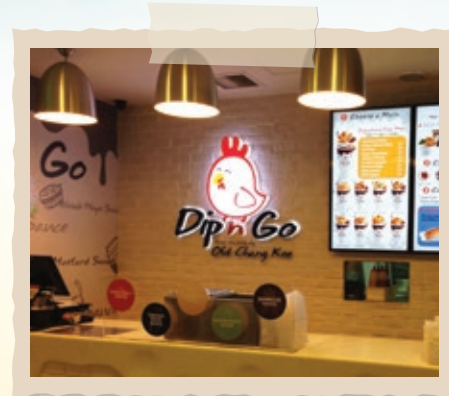
Funan DigitalLife Mall
Greenwich V
Heartland Mall
Holland Village MRT Station
Hougang Mall
IMM Building
Ion Orchard
Jem
Jewel Changi Airport
Junction 8 Shopping Centre
Jurong Point Shopping Centre
Kallang MRT Station
Kallang Wave
Kembangan MRT Station
Lot 1 Shoppers' Mall
National University of Singapore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

Potong Pasir MRT Station
Raffles City Shopping Centre
Sentosa Beach Station
Shell @ Woodlands Ave 9
Simei MRT Station
Singapore Cruise Centre
Singpost Centre
SPC East Coast Service Station
SPC Jalan Buroh Service Station
SPC Punggol Service Station
Sun Plaza
Suntec City
Tampines MRT Station
Tanjong Pagar Plaza
(Old Chang Kee Coffee House)
Telok Blangah Community Centre
Thomson Plaza
Tiong Bahru Plaza
Toa Payoh Hub
Ubi Avenue 2
United Square
V Hotel @ Lavender
VivoCity
Waterway Point
West Mall
White Sands
Yew Tee Point





- MacRitchie Reservoir



- Woodlands MRT Station



- NTUC Hub @ Benoi
- Tiong Bahru Plaza



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



- Sengkang Riverside Park

Milestones

1956

Origins of Old Chang Kee's chicken curry puff.

1986

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

2004

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

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

2005

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

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

2007

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

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

2008

Launched "The Pie Kia Shop".

Listed on the Catalyst.

Launched flagship restaurant in Chengdu, PRC.

2010

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

Launched "Mushroom Cafe in the Park".

2012

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

Launched "Curry Times".

Launched flagship outlet in Perth, Australia.

2013

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

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

2015

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

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

2016

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

2017

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

2018

Launched flagship outlet in Covent Garden, London, United Kingdom

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

2019

Launch of Heritage Puff Series to celebrate the Singapore Bicentennial.

2020

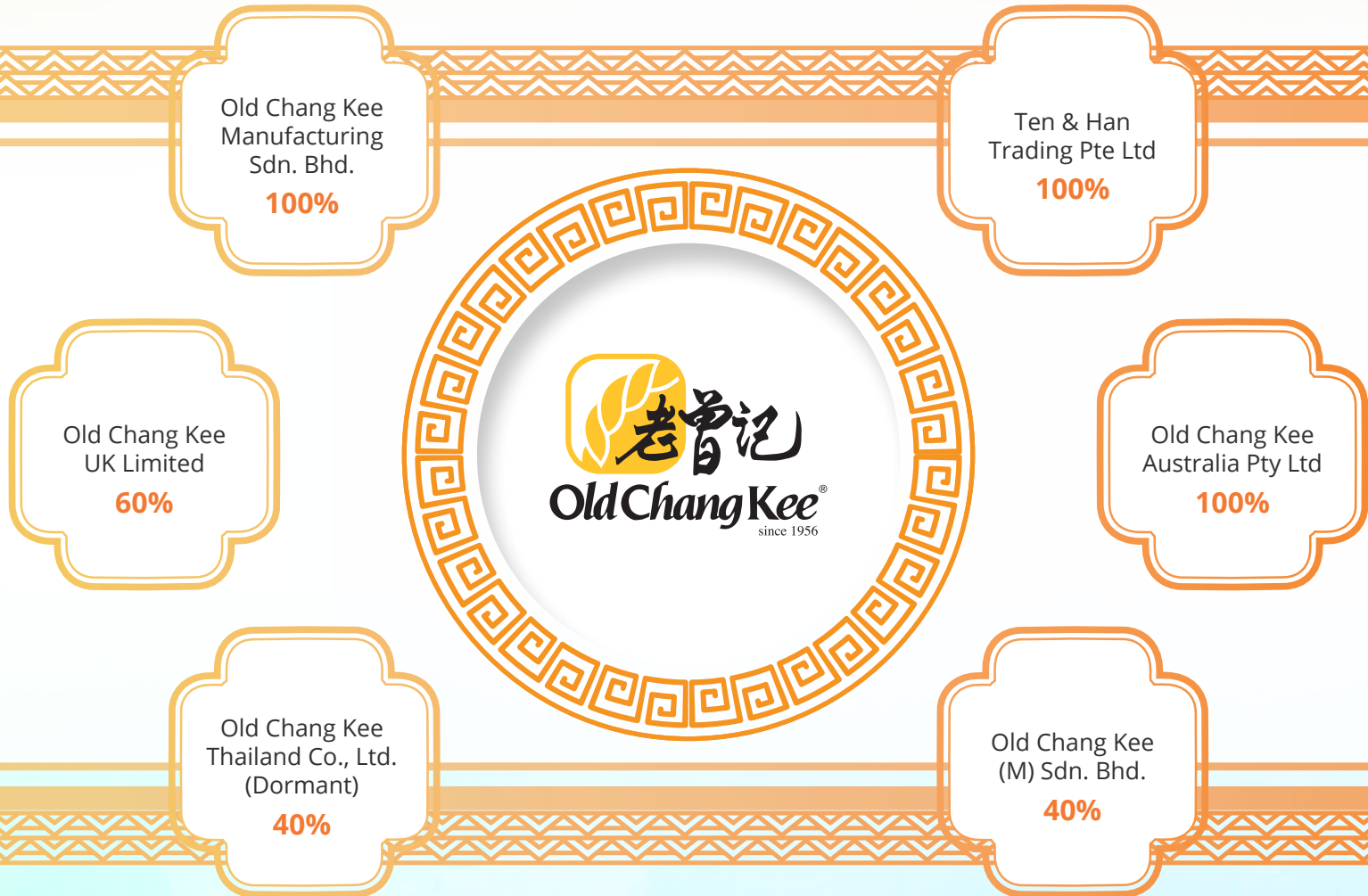
Catering for dormitory workers in Singapore's fight against Covid-19.



Forging a Path of Growth

Even as the COVID-19 pandemic presented significant challenges for our sector, we continued to make progress through strategic expansion plans. Fueled by a focused pursuit of top-line and bottom-line balance, we remain well poised to create value continuity for our shareholders.

Group Structure

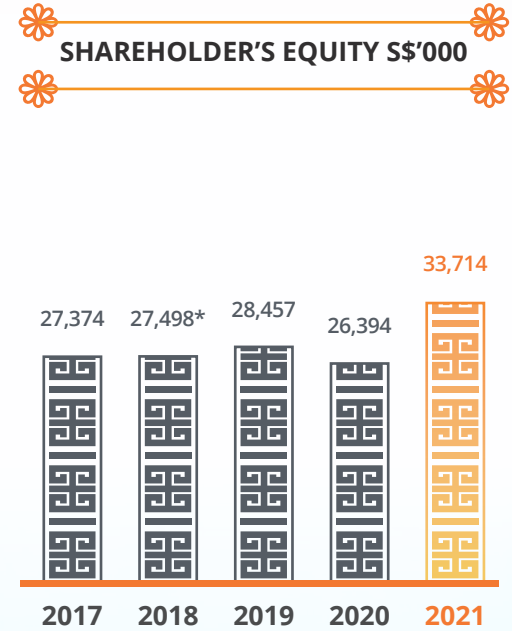
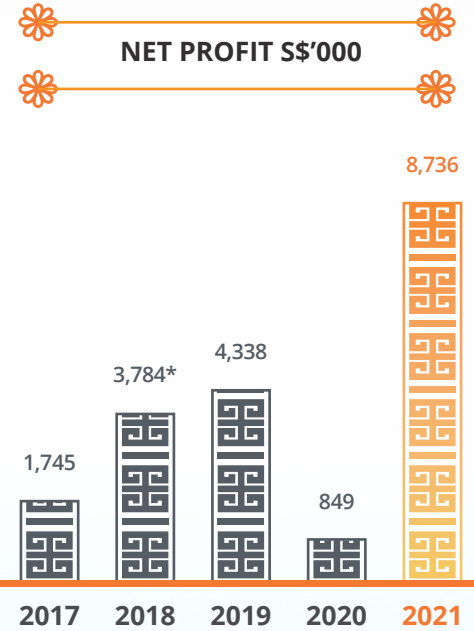
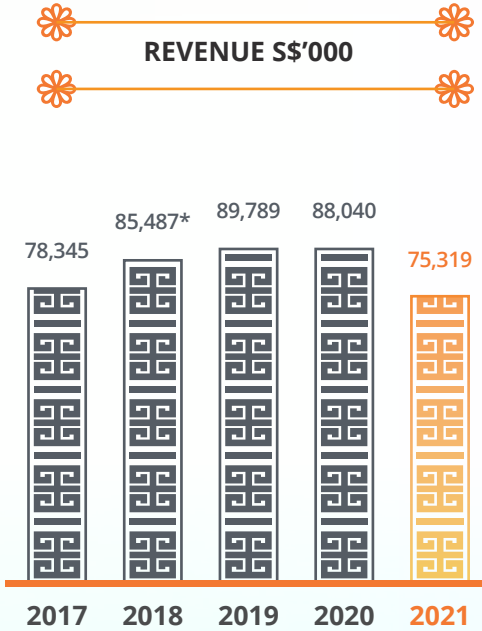


Great Food Greater Accessibility

Decisive actions to evolve our business model allowed us to leverage on the growth of delivery and catering platforms. Our innovative push towards diversified product offerings enables us to be well positioned to tap into potential market opportunities in the longer term.



Financial Highlights



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

\$'000	2017	2018*	2019	2020	2021
Revenue	78,345	85,487	89,789	88,040	75,319
Profit before taxation	2,430	4,736	5,412	1,716	9,977
Net profit attributable to shareholders	1,745	3,784	4,338	849	8,736
Shareholders' equity	27,374	27,498	28,457	26,394	33,714
Non-current assets	30,220	34,808	31,643	47,047	43,742
Current assets	20,492	16,463	19,274	20,712	32,132
Non-current liabilities	7,155	11,021	9,506	18,211	17,524
Current liabilities	16,183	12,752	12,954	23,154	24,636
Financial Indicators					
Profit before taxation margin	3.1%	5.5%	6.0%	1.9%	13.2%
Net profit margin	2.2%	4.4%	4.8%	1.0%	11.6%
Earnings per share (Singapore cents)	1.44	3.12	3.57	0.70	7.20
Net asset value per share (Singapore cents)	22.55	22.66	23.45	21.75	27.78
Return on equity	6.4%	13.8%	15.2%	3.2%	25.9%
Return on assets	3.4%	7.4%	8.5%	1.3%	11.5%
Current ratio	1.3	1.3	1.5	0.9	1.3

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

Board of Directors

Han Keen Juan

Executive Chairman

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

Lim Tao-E William

Executive Director and Chief Executive Officer

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

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

Chow Hui Shien

Executive Director and Deputy Chief Executive Officer

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

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

Tan Han Beng

Lead Independent Director

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

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

Audrey Yap Su Ming

Independent Director

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

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

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

Audrey is the only lawyer in Singapore who has been named as one of the World's Leading IP Strategists in a London based survey conducted by Intellectual Asset Management ("IAM") magazine for 13 consecutive years, from 2009 till 2021.

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

She served her term as President for Licensing Executives Society (LES) International from May 2020 to May 2021, a leading international association of IP and licensing professionals worldwide and she is the first from Singapore to achieve this.

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

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

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

Hawazi Bin Daipi *Independent Director*

Mr Hawazi Bin Daipi, appointed as our Independent Director on 24 October 2019, is currently Singapore's Non-Resident Representative to the Palestinian Authority (PA) and Non-Resident High Commissioner to the Republic of Ghana. On the social front, Mr Hawazi is Chairman of the National Council Against Drug Abuse (NCADA). He is also a member of Lee Kuan Yew Bilingual Fund Board

and the National Committee on Prevention, Rehabilitation and Recidivism (NCPR). Mr Hawazi is also Advisor to Foreign Domestic Worker Association for Social Support and Training (FAST) and Advisor to Malay Youth Literary Association (4PM).

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

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

Key Management

Song Yeow Chung

Chief Financial Officer

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

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

Philip Chow Phee Liat

Overseas Business Development, Senior Manager

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

Jacky Lee Ah Huat

Head of Production, Senior Manager

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

Don Soh Wen Jie

Retail Operations, Senior Manager

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



Corporate Information

Board of Directors

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

Audit Committee

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

Nominating Committee

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

Remuneration Committee

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

Company Secretaries

Adrian Chan Pengee
Lun Chee Leong
Song Yeow Chung

Registered Office

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

Share Registrar

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

Bankers

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

Auditors

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

Audit Partner-In-Charge

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

Sponsor

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



Corporate Governance

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

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

This report outlines the Company’s corporate governance practices in place during the financial year ended 31 March 2021 (“**FY2021**”), with specific reference made to the Code of Corporate Governance 2018 (the “**Code**”), its related practice guidance (“**PG**”), guidelines from Code of Corporate Governance 2012 (“**Code 2012**”) which are still in effect as well as the disclosure guide developed by the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) in January 2015 (the “**Guide**”).

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company’s Compliance or Explanation
General	(a) Has the Company complied with all the principles and guidelines of the Code? If not, please state the specific deviations and alternative corporate governance practices adopted by the Company in lieu of the recommendations in the Code.	The Company has complied with the principles, provisions and guidelines as set out in the Code, the PG, the Code 2012 and the Guide, where applicable. Appropriate explanations have been provided in the relevant sections below where there are deviations from the Code, the PG, the Code 2012 and/or the Guide.
	(b) In what respect do these alternative corporate governance practices achieve the objectives of the principles and conform to the guidelines of the Code?	Not applicable. The Company did not adopt any alternative corporate governance practices in FY2021.

Corporate Governance

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BOARD MATTERS																																																																	
THE BOARD'S CONDUCT OF AFFAIRS																																																																	
1.1 4.2 6.2 10.2	<u>Board composition</u>	As at the date of this report, the Board has six members and comprises the following:																																																															
<table border="1"> <thead> <tr> <th colspan="6">Table 1.1 – Board and Board Committees Composition</th> </tr> <tr> <th colspan="3">Composition of the Board</th> <th colspan="3">Composition of the Board Committees</th> </tr> <tr> <td colspan="3"></td> <td colspan="3"> <ul style="list-style-type: none"> • C – Chairman • M – Member </td> </tr> <tr> <th>Name of Director</th> <th>Designation</th> <th>AC⁽¹⁾</th> <th>NC⁽²⁾</th> <th colspan="2">RC⁽³⁾</th> </tr> </thead> <tbody> <tr> <td>Han Keen Juan</td> <td>Executive Chairman</td> <td>–</td> <td>–</td> <td colspan="2">–</td> </tr> <tr> <td>Lim Tao-E William</td> <td>Executive Director and Chief Executive Officer (“CEO”)</td> <td>–</td> <td>–</td> <td colspan="2">–</td> </tr> <tr> <td>Chow Hui Shien</td> <td>Executive Director and Deputy CEO</td> <td>–</td> <td>–</td> <td colspan="2">–</td> </tr> <tr> <td>Tan Han Beng (Chen Hanming)</td> <td>Lead Independent Director</td> <td>C</td> <td>M</td> <td colspan="2">M</td> </tr> <tr> <td>Audrey Yap Su Ming</td> <td>Independent Director</td> <td>M</td> <td>C</td> <td colspan="2">M</td> </tr> <tr> <td>Hawazi Bin Daipi</td> <td>Independent Director</td> <td>M</td> <td>M</td> <td colspan="2">C</td> </tr> </tbody> </table>						Table 1.1 – Board and Board Committees Composition						Composition of the Board			Composition of the Board Committees						<ul style="list-style-type: none"> • C – Chairman • M – Member 			Name of Director	Designation	AC⁽¹⁾	NC⁽²⁾	RC⁽³⁾		Han Keen Juan	Executive Chairman	–	–	–		Lim Tao-E William	Executive Director and Chief Executive Officer (“CEO”)	–	–	–		Chow Hui Shien	Executive Director and Deputy CEO	–	–	–		Tan Han Beng (Chen Hanming)	Lead Independent Director	C	M	M		Audrey Yap Su Ming	Independent Director	M	C	M		Hawazi Bin Daipi	Independent Director	M	M	C	
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<p>Notes:</p> <p>⁽¹⁾ The AC comprises 3 members, the majority of whom, including the Chairman, are independent. All the members of the AC are non-executive Directors.</p> <p>⁽²⁾ The NC comprises 3 members, the majority of whom, including the Chairman, are independent. The Lead Independent Director is a member of the NC.</p> <p>⁽³⁾ The RC comprises 3 members, the majority of whom, including the Chairman, are independent. All the members of the RC are non-executive Directors.</p>																																																																	

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	<u>Role of Board</u>	<p>Entrusted to lead and oversee the Group, the Board is to act in the best interests of the Group. In addition to its statutory duties, the Board's principal functions are to:</p> <ul style="list-style-type: none"> (a) Decide on matters in relation to the Group's activities which are of significant nature, including decisions on strategic directions and guidelines and the approval of periodic plans and major investments and divestments, and ensure that the necessary resources are in place for the Group to meet its objectives; (b) Establish a framework of prudent and effective internal controls and risk management strategies which enables risk to be assessed and managed, including safeguarding of shareholders' interests and the Group's assets; (c) Review key management personnel's performance; (d) Ensure good corporate governance practices to protect the interests of shareholders; (e) Oversee, through the NC, the appointments, re-election and resignation of Directors and the Management; (f) Oversee, through the RC, the design and operation of an appropriate remuneration framework; (g) Align the interests of the Board and Management with that of shareholders and balance the interests of all stakeholders; (h) Oversee the quality and integrity of the accounting and financial reporting systems, disclosure controls and procedures and internal controls; and (i) Ensure compliance with all laws and regulations as may be relevant to the business.
	<u>Practices relating to conflict of interest</u>	<p>The Company has in place practices to address potential conflicts of interests. All Directors are required to notify the Company promptly of all conflicts of interest as soon as practicable as well as when required and refresh the required declarations annually. Directors are required to recuse themselves from all deliberations/voting in relation to the matters which he or she has a conflict of interest in, unless the Board is of the opinion that the participation of the conflicted Director is in the best interest to the Company.</p>

Corporate Governance

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1.2	<p><u>Directors' training and orientation</u></p> <p>(a) Are new Directors given formal training? If not, please explain why.</p>	<p>All newly appointed Directors will undergo an orientation programme where the Director would be briefed on the Group's history, strategic direction, governance practices, business and organisation structure as well as the expected duties and obligations of a director of a listed company, details of which are set out in a formal appointment letter provided to such newly appointed Director. To get a better understanding of the Group's business, the Director will also be given the opportunity to visit the Group's operational facilities and meet with key management personnel.</p> <p>In addition, as required under the SGX-ST Listing Manual: Section B: Rules of Catalyst ("Catalist Rules"), a new Director who has no prior experience as a director of a company listed on the SGX-ST must undergo training as prescribed by the SGX-ST. Such training will be completed within one year of the appointment. The Company will also provide training for first-time directors in areas such as accounting, legal and industry-specific knowledge as appropriate.</p>
	<p>(b) What are the types of information and training provided to (i) new Directors and (ii) existing Directors to keep them up-to-date?</p>	<p>The Board values on-going professional development and recognises that it is important that all Directors receive regular training to serve effectively on and contribute to the Board. The Board has therefore established a policy on continuous professional development for Directors.</p> <p>To ensure Directors can fulfil their obligations and to continually improve the performance of the Board, all Directors are encouraged to undergo continual professional development. Professional development may relate to a particular subject area, committee membership, or key developments in the Company's environment, provided by accredited training providers such as the Singapore Institute of Directors. Directors are encouraged to consult the Chairman if they consider that they personally, or the Board as a whole, would benefit from specific education or training on matters that fall within the responsibility of the Board or relate to the Company's business. Such training costs are borne by the Company.</p> <p>During FY2021, the Company's external auditor updated the Board on the changes to the accounting standards and regulatory changes to the disclosure requirements in relation to the announcement of financial results.</p>

Corporate Governance

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	<u>Training attended for FY2021</u>	<p>Courses, conferences and seminars attended by some of the Directors include:</p> <table border="1"> <thead> <tr> <th colspan="3">Table 1.2 – Training(s) attended by Directors in FY2021</th> </tr> <tr> <th>Training Name</th> <th>Training Organiser</th> <th>Attendees</th> </tr> </thead> <tbody> <tr> <td>LED 1 – Listed Entity Director Essentials</td> <td>Singapore Institute of Directors</td> <td>Hawazi Bin Daipi</td> </tr> <tr> <td>LED 4 – Stakeholder Engagement</td> <td>Singapore Institute of Directors</td> <td>Hawazi Bin Daipi</td> </tr> <tr> <td>LED 5 – Audit Committee Essentials</td> <td>Singapore Institute of Directors</td> <td>Hawazi Bin Daipi</td> </tr> <tr> <td>LED 6 – Board Risk Committee Essentials</td> <td>Singapore Institute of Directors</td> <td>Hawazi Bin Daipi</td> </tr> <tr> <td>LED 7 – Nominating Committee Essentials</td> <td>Singapore Institute of Directors</td> <td>Hawazi Bin Daipi</td> </tr> <tr> <td>LED 8 – Remuneration Committee Essentials</td> <td>Singapore Institute of Directors</td> <td>Hawazi Bin Daipi</td> </tr> </tbody> </table>	Table 1.2 – Training(s) attended by Directors in FY2021			Training Name	Training Organiser	Attendees	LED 1 – Listed Entity Director Essentials	Singapore Institute of Directors	Hawazi Bin Daipi	LED 4 – Stakeholder Engagement	Singapore Institute of Directors	Hawazi Bin Daipi	LED 5 – Audit Committee Essentials	Singapore Institute of Directors	Hawazi Bin Daipi	LED 6 – Board Risk Committee Essentials	Singapore Institute of Directors	Hawazi Bin Daipi	LED 7 – Nominating Committee Essentials	Singapore Institute of Directors	Hawazi Bin Daipi	LED 8 – Remuneration Committee Essentials	Singapore Institute of Directors	Hawazi Bin Daipi
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1.3	<u>Matters requiring Board's approval</u>	<p>The Board continues to approve matters within its statutory responsibilities. Specifically, the Board has direct responsibility for decision-making in, amongst others, the following:</p> <ul style="list-style-type: none"> (a) corporate strategies and business plans; (b) material acquisitions and disposals of assets; (c) material investments; (d) major financing, corporate financial restructuring plans and changes in the capital of the Company; (e) major contracts with third parties; 																								

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE																																																				
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		(f) proposals of dividends and other returns to shareholders; (g) approval of budgets, financial results announcements, annual reports and audited financial statements; and (h) interested person transactions exceeding S\$100,000.																																																		
1.4	<u>Delegation to Board Committees</u>	The Board delegated certain responsibilities to the Audit Committee (the "AC"), the Remuneration Committee (the "RC") and the Nominating Committee (the "NC") (collectively, the "Board Committees"). Each of these Board Committees is formed with clear written terms of reference (setting out its composition, authority and duties). The composition of the Board Committees is set out in Table 1.1 of Section 1.1 of this Table I.																																																		
1.5	<u>Attendance of Board and Board Committees</u>	The Board meets at least on a half-yearly basis, and as and when circumstances require. In FY2021, the number of Board and Board Committee meetings held, and the attendance of each Board member are shown below. <table border="1" data-bbox="753 893 1736 1248"> <thead> <tr> <th colspan="5">Table 1.5 – Board and Board Committee Meetings in FY2021</th> </tr> <tr> <th></th> <th>Board</th> <th>AC</th> <th>NC</th> <th>RC</th> </tr> </thead> <tbody> <tr> <td>Number of Meetings Held</td> <td>4</td> <td>4</td> <td>1</td> <td>1</td> </tr> <tr> <th>Name of Director</th> <th colspan="4">Number of Meetings Attended</th> </tr> <tr> <td>Han Keen Juan</td> <td>4</td> <td>4*</td> <td>1*</td> <td>1*</td> </tr> <tr> <td>Lim Tao-E William</td> <td>4</td> <td>4*</td> <td>1*</td> <td>1*</td> </tr> <tr> <td>Chow Hui Shien</td> <td>4</td> <td>4*</td> <td>1*</td> <td>1*</td> </tr> <tr> <td>Tan Han Beng (Chen Hanming)</td> <td>4</td> <td>4</td> <td>1</td> <td>1</td> </tr> <tr> <td>Audrey Yap Su Ming</td> <td>4</td> <td>4</td> <td>1</td> <td>1</td> </tr> <tr> <td>Hawazi Bin Daipi</td> <td>4</td> <td>4</td> <td>1</td> <td>1</td> </tr> </tbody> </table> <p>* By invitation</p> The Company's Constitution allows for meetings to be held through telephone and/or videoconference.	Table 1.5 – Board and Board Committee Meetings in FY2021						Board	AC	NC	RC	Number of Meetings Held	4	4	1	1	Name of Director	Number of Meetings Attended				Han Keen Juan	4	4*	1*	1*	Lim Tao-E William	4	4*	1*	1*	Chow Hui Shien	4	4*	1*	1*	Tan Han Beng (Chen Hanming)	4	4	1	1	Audrey Yap Su Ming	4	4	1	1	Hawazi Bin Daipi	4	4	1	1
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1.6	<p><u><i>Access to information</i></u></p> <p>What types of information does the Company provide to Independent Directors to enable them to understand its business, the business and financial environment as well as the risks faced by the Company? How frequently is the information provided?</p>	<p>Directors are provided with complete and adequate information related to agenda items in a timely manner for them to make informed decisions and discharge their duties and responsibilities.</p> <p>Management provides the Board with key information that is complete, adequate and timely prior to meetings and whenever required. The information and its frequency provided to Directors for FY2021 are set out in the table below.</p> <table border="1"> <thead> <tr> <th colspan="3">Table 1.6 - Types of information provided by Management</th> </tr> <tr> <th></th> <th>Information</th> <th>Frequency</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Board papers (with background or explanatory information relating to the matters brought before the Board, where necessary)</td> <td>At least half-yearly</td> </tr> <tr> <td>2.</td> <td>Updates to the Group's operations and the markets in which the Group operates in</td> <td>At least half-yearly</td> </tr> <tr> <td>3.</td> <td>Reports received on Group's whistle-blowing policy</td> <td>At least half-yearly</td> </tr> <tr> <td>4.</td> <td>Enterprise risk management report</td> <td>At least half-yearly</td> </tr> <tr> <td>5.</td> <td>Budgets and/or forecasts (with variance analysis) and management accounts (with financial ratios analysis)</td> <td>Annually</td> </tr> <tr> <td>6.</td> <td>External auditors' ("EA") and Internal auditors' ("IA") report(s)</td> <td>Annually</td> </tr> <tr> <td>7.</td> <td>Reports on on-going or planned corporate actions</td> <td>Ad hoc basis</td> </tr> </tbody> </table> <p>Management recognises the importance of circulating information on a timely basis to ensure that the Board has adequate time to review the materials to facilitate a constructive and effective discussion during the scheduled meetings. As such, Management endeavours to circulate information at least three days prior to the respective meetings to allow sufficient time for review by the Directors.</p> <p>Management will also on best endeavours, encrypt documents which bear material price sensitive information when circulating documents electronically. Management will also provide any additional material information that is requested by Directors or that is necessary to enable the Board to make a balanced and informed assessment of the Group's performance, position and prospects.</p>	Table 1.6 - Types of information provided by Management				Information	Frequency	1.	Board papers (with background or explanatory information relating to the matters brought before the Board, where necessary)	At least half-yearly	2.	Updates to the Group's operations and the markets in which the Group operates in	At least half-yearly	3.	Reports received on Group's whistle-blowing policy	At least half-yearly	4.	Enterprise risk management report	At least half-yearly	5.	Budgets and/or forecasts (with variance analysis) and management accounts (with financial ratios analysis)	Annually	6.	External auditors' ("EA") and Internal auditors' ("IA") report(s)	Annually	7.	Reports on on-going or planned corporate actions	Ad hoc basis
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1.7	<p><u>Change of company secretary</u></p> <p><u>Access to Management and company secretary</u></p> <p><u>Access to professional advice</u></p>	<p>The appointment and removal of the company secretary is a matter for the Board as a whole.</p> <p>Directors have separate and independent access to the Management and the company secretaries at all times.</p> <p>Individually or collectively, in order to execute their duties, Directors can obtain independent professional advice at the Company's expense where required.</p>
BOARD COMPOSITION AND GUIDANCE		
2.1 2.2 2.3 3.3	<p><u>Board composition</u></p> <p>Does the Company comply with the guideline on the proportion of Independent Directors and/ or Non-Executive Directors on the Board? If not, please state the reasons for the deviation and the remedial action taken by the Company.</p>	<p>While Independent Directors make up at least one-third of the Board as required under Guideline 2.1 of Code 2012, the Board notes that Provision 2.2 of the Code requires the Independent Directors to make up majority of the Board when the Chairman is not independent. The Board also acknowledges that Provision 2.3 of the Code requires Non-executive Directors to make up a majority of the Board.</p> <p>The Board had assessed and is satisfied that the Independent Directors lend a strong voice to ensure objective independent decision making by the Board. The Board is also of the view that there are adequate checks and balances, facilitated by internal policies to ensure objective and independent decision making without excessive influence by the Executive Directors and Management. The NC and Board will review the board composition as and when required and institute changes when the need arises.</p>
	<p><u>Lead Independent Director</u></p>	<p>Mr Tan Han Beng has also been appointed as the Lead Independent Director of the Company and makes himself available to shareholders if they have concerns relating to matters that contact through the Chairman, CEO and or Chief Financial Officer (“CFO”) has failed to resolve, or where such contact is inappropriate.</p> <p>The Lead Independent Director makes himself available to shareholders at the Company's general meetings and can be contacted at the following email address: lancetan75@gmail.com. The Lead Independent Director is also responsible for leading the meetings of independent directors and providing feedback to the Chairman on matters discussed at such meetings. Together with the other Independent Directors, he assists in the development of succession plans for the Chairman and CEO as well as the assessment of the Chairman's remuneration.</p>

Corporate Governance

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

Corporate Governance

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

Corporate Governance

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	(c) What steps have the Board taken to achieve the balance and diversity necessary to maximise its effectiveness?	<p>The Board took the following steps to maintain or enhance its balance and diversity:</p> <ul style="list-style-type: none"> • Annual review by the NC to assess if the existing attributes and core competencies of the Board are complementary and enhance the efficacy of the Board; and • Annual evaluation by the Directors of the skill sets the other Directors possess, with a view to understand the range of expertise which is lacking by the Board, if any. <p>The NC will consider the results of these exercises in its recommendation for the appointment of new directors and/or the re-appointment of incumbent directors. The NC reviews the Board diversity and balance annually.</p> <p>Additionally, members of the Board are constantly in touch with the Management to provide advice and guidance on strategic issues and on matters for which their expertise will be constructive and value-adding to the Group. The NC is of the view that the current Board comprises persons who as a group provide capabilities required for the Board to be effective.</p>
2.5	<u>Meeting in the absence of the Management</u>	<p>The Independent Directors, led by the Lead Independent Director, meet regularly in the absence of key management personnel to discuss concerns or matters such as the effectiveness of Management.</p> <p>For FY2021, the Independent Directors met at least once in the absence of key management personnel.</p>

Corporate Governance

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

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
4.1	<u>Role of NC</u>	<p>The NC is guided by key terms of reference as follows:</p> <ul style="list-style-type: none"> (a) Reviewing of board succession plans for directors, in particular, the Chairman and the CEO, as well as succession plans for key management personnel; (b) Proposing objective processes and performance criteria for evaluation of the Board's performance as a whole which allows for comparison with industry peers and address how the Board has enhanced long-term shareholder value; (c) Carrying out, at least annually, a formal assessment of the performance and effectiveness of the Board as a whole and its Board Committees and the contributions of individual Directors to the effectiveness of the Board, based on the process implemented by the Board; (d) Determining annually, and as and when circumstances require, whether a Director is independent, and providing its views to the Board in relation thereto for the Board's consideration; (e) Reviewing the independence of any director who has served on the Board for more than nine (9) years from the date of his first appointment and the reasons for considering him as independent; (f) Where a Director or proposed Director has multiple board representations, deciding whether the Director is able to and has been adequately carrying out his duties as a Director, taking into consideration the Director's number of listed company board representations and other principal commitments¹; (g) Based on the results of the performance evaluation, providing its views and recommendations to the Board, including any appointment of new Board members; (h) Reviewing training and professional development programmes for the Board and its Directors; and

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE																				
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		<p>(i) Making recommendations to the Board on matters relating to the appointment and re-appointment of Directors (including alternate directors, if any).</p> <p>¹ The term "principal commitments" shall include all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments are not normally considered principal commitments.</p> <p>For the review of succession plans and Board's composition for FY2021, the NC also took into consideration the amendments to the Catalist Rules in relation to the continued appointment of an independent director who has served for an aggregate period of more than nine years, bearing in mind that they will come into effect from 1 January 2022.</p>																		
4.3	<p><i>Selecting, Appointment and Re-appointment of Directors</i></p> <p>Please describe the board nomination process for the Company in the last financial year for (i) selecting and appointing new directors and (ii) re-electing incumbent directors.</p>	<table border="1"> <thead> <tr> <th colspan="3">Table 4.3(a) - Selection and Appointment of New Directors</th> </tr> <tr> <th colspan="3">The NC: -</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Determine selection criteria</td> <td> <ul style="list-style-type: none"> In consultation with the Board, identifies the current needs and inadequacies the Board requires to complement and strengthen the Board. Determines the competencies required for the new appointment after such consultation. </td> </tr> <tr> <td>2.</td> <td>Candidate search</td> <td> <ul style="list-style-type: none"> Considers candidates proposed by the Directors, key management personnel or substantial shareholders, and may engage external search consultants where necessary. </td> </tr> <tr> <td>3.</td> <td>Assesses shortlisted candidates</td> <td> <ul style="list-style-type: none"> Meets and interviews the shortlisted candidates to assess their suitability, ensuring that the candidates are aware of the expectations and the level of commitment required of them. </td> </tr> <tr> <td>4.</td> <td>Proposes recommendations</td> <td> <ul style="list-style-type: none"> Makes recommendations for the Board's consideration and approval. </td> </tr> </tbody> </table>	Table 4.3(a) - Selection and Appointment of New Directors			The NC: -			1.	Determine selection criteria	<ul style="list-style-type: none"> In consultation with the Board, identifies the current needs and inadequacies the Board requires to complement and strengthen the Board. Determines the competencies required for the new appointment after such consultation. 	2.	Candidate search	<ul style="list-style-type: none"> Considers candidates proposed by the Directors, key management personnel or substantial shareholders, and may engage external search consultants where necessary. 	3.	Assesses shortlisted candidates	<ul style="list-style-type: none"> Meets and interviews the shortlisted candidates to assess their suitability, ensuring that the candidates are aware of the expectations and the level of commitment required of them. 	4.	Proposes recommendations	<ul style="list-style-type: none"> Makes recommendations for the Board's consideration and approval.
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Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
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4.5	<u>Assessment of Directors' duties</u>	<p>Assessment of the individual Directors' performance was based on the criteria set out in Table 5 in Section 5.1 of this Table I. The following were used to assess the performance and consider competing time commitments of the Directors: -</p> <ul style="list-style-type: none"> • Declarations by each Director of their other listed company directorships and principal commitments; • Annual confirmations by each Director on his/her ability to devote sufficient time and attention to the Company's affairs, having regard to his/her other commitments; and • Assessment of the individual Directors' performance based on the criteria set out in Sections 5.1 and 5.2 below.

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE																				
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	<u>Other listed company directorships and principal commitments of Directors</u>	<p>The NC had reviewed the time spent and attention given by each of the Directors to the Company's affairs, taking into account the multiple directorships and principal commitments of each of the Directors (if any) as set out below, and is satisfied that all Directors were able to diligently discharge their duties for FY2021.</p> <table border="1"> <thead> <tr> <th colspan="3">Table 4.5 - Other listed company directorships and principal commitments of Directors</th> </tr> <tr> <th>Name of Director</th> <th>Listed Company Directorships</th> <th>Principal Commitments</th> </tr> </thead> <tbody> <tr> <td>Han Keen Juan</td> <td>None</td> <td>None</td> </tr> <tr> <td>Lim Tao-E William</td> <td>None</td> <td>None</td> </tr> <tr> <td>Chow Hui Shien</td> <td>None</td> <td>None</td> </tr> <tr> <td>Tan Han Beng (Chen Hanming)</td> <td> <ul style="list-style-type: none"> Challenger Technologies Limited - Lead Independent Director / Audit Committee Chairman / Member of Nominating and Remuneration Committees Don Agro International Limited - Independent Director / Audit Committee Chairman / Member of Nominating and Remuneration Committees </td> <td> <ul style="list-style-type: none"> UOB Kay Hian - Senior Vice President, Corporate Finance </td> </tr> </tbody> </table>	Table 4.5 - Other listed company directorships and principal commitments of Directors			Name of Director	Listed Company Directorships	Principal Commitments	Han Keen Juan	None	None	Lim Tao-E William	None	None	Chow Hui Shien	None	None	Tan Han Beng (Chen Hanming)	<ul style="list-style-type: none"> Challenger Technologies Limited - Lead Independent Director / Audit Committee Chairman / Member of Nominating and Remuneration Committees Don Agro International Limited - Independent Director / Audit Committee Chairman / Member of Nominating and Remuneration Committees 	<ul style="list-style-type: none"> UOB Kay Hian - Senior Vice President, Corporate Finance
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Corporate Governance

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Corporate Governance

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Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
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	<p><u>Multiple Directorships</u></p> <p>(a) What is the maximum number of listed company board representations that the Company has prescribed for its directors? What are the reasons for this number?</p>	<p>The Board has not capped the maximum number of listed company board representations each Director may hold.</p>
	<p>(b) If a maximum has not been determined, what are the reasons?</p>	<p>The NC is of the view that the effectiveness of each of the Directors is best assessed by a qualitative assessment of the Director's contributions, after considering his or her other listed company board directorships and other principal commitments, not guided by a numerical limit.</p> <p>The NC also believes that it is for each Director to assess his/her own capacity and ability to undertake other obligations or commitments together with serving on the Board effectively. The NC does not wish to omit from consideration outstanding individuals who, despite the demands on their time, have the capacity to value-add and contribute as members of the Board.</p> <p>Furthermore, the Board is of the view that the assessment of whether each Director is able to devote sufficient time to discharge his or her duties as Director should not be dependent on or restricted by such Director's number of board representations.</p>
	<p>(c) What are the specific considerations in deciding on the capacity of directors?</p>	<p>The specific considerations in assessing the capacity of Directors include:</p> <ul style="list-style-type: none"> • Expected and/or competing time commitments of Directors, including whether such commitment is a full-time or part-time employment capacity; • Geographical location of Directors; • Size and composition of the Board; • Nature and scope of the Group's operations and size; and • Capacity, complexity and expectations of the other listed directorships and principal commitments held.

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE								
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PG 4	<u>Alternate Directors</u>	<p>Alternate directors will be appointed as and when the Board deems necessary. Circumstances which warrant such appointments may include health, age related concerns as well as Management succession plans.</p> <p>The Company currently does not have any alternate directors.</p>						
BOARD PERFORMANCE								
5.1	<u>Performance Criteria</u>	<p>Table 5 below sets out the performance criteria, recommended by the NC and approved by the Board, applied when evaluating the effectiveness of the Board as a whole and assessing the contribution by each Director.</p> <table border="1"> <thead> <tr> <th colspan="2">Table 5 - Performance Criteria</th> </tr> <tr> <th>Board and Board Committees: Board Performance Evaluation Form</th> <th>Individual Directors: Directors' Assessment Checklist</th> </tr> </thead> <tbody> <tr> <td> <ol style="list-style-type: none"> 1. Board structure 2. Conduct of meetings / affairs 3. Risk management and internal controls 4. Recruitment and evaluation 5. Compensation 6. Succession planning 7. Financial reporting 8. Communicating with shareholders 9. Assessment of the Chairman and Board Committees </td> <td> <ol style="list-style-type: none"> 1. Attendance at meetings 2. Contributions at meetings and in other areas (e.g. committees / projects) 3. Interactive and personal skills 4. Knowledge, analytical skills and relevant experience 5. Preparedness for the meetings </td> </tr> </tbody> </table> <p>The NC would review the criteria periodically to ensure that the criteria is able to provide an accurate and effective performance assessment taking into consideration industry standards and the economic climate with the objective to enhance long term shareholders value, and thereafter propose amendments if any, to the Board for approval.</p> <p>The NC did not propose any changes to the performance criteria for FY2021 as compared to the previous financial year, as the Board composition and the Group's principal business activities remained the same.</p>	Table 5 - Performance Criteria		Board and Board Committees: Board Performance Evaluation Form	Individual Directors: Directors' Assessment Checklist	<ol style="list-style-type: none"> 1. Board structure 2. Conduct of meetings / affairs 3. Risk management and internal controls 4. Recruitment and evaluation 5. Compensation 6. Succession planning 7. Financial reporting 8. Communicating with shareholders 9. Assessment of the Chairman and Board Committees 	<ol style="list-style-type: none"> 1. Attendance at meetings 2. Contributions at meetings and in other areas (e.g. committees / projects) 3. Interactive and personal skills 4. Knowledge, analytical skills and relevant experience 5. Preparedness for the meetings
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Corporate Governance

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5.2	<p><u>Performance Review</u></p> <p>(a) What was the process upon which the Board reached the conclusion on its performance for the financial year?</p>	<p>The reviews of the performance of the Board, Board Committees and individual Directors are conducted by the NC annually and when the individual Director is due for re-election.</p> <p>For FY2021, the review process was as follows:</p> <ol style="list-style-type: none"> 1. All Directors individually completed Board Performance Evaluation Forms and the Directors' Assessment Checklist on the effectiveness of the Board, Board Committees and the individual Directors based on criteria disclosed in Section 5.1 of this Table 1; 2. The Company Secretaries collated and submitted the questionnaire results to the NC Chairman in the form of a report; 3. The NC discussed the report, in particularly matters relating to Board structure, Board processes, risk management, and succession planning; and 4. The results of the performance review were deliberated during the NC meeting and tabled at the Board meeting for further discussion. <p>All NC members have abstained from the voting or review process of any matters in connection with the assessment of his/her performance or re-appointment as a Director of the Company.</p> <p>The Company Secretaries act as external facilitators in the evaluation process.</p>
	<p>(b) Has the Board met its performance objectives?</p>	<p>The NC, having reviewed the overall performance of the Board in terms of its role and responsibilities and the conduct of its affairs for FY2021, is of the view that the performance of the Board as a whole has been satisfactory, and that the Board has met its performance objectives for FY2021.</p>

Corporate Governance

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

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
		Each RC member will abstain from participating in the deliberations of and voting on any resolution in respect of his/her remuneration package or that of employees related to him/her.
6.4	<u>Engagement of Remuneration Consultants</u>	<p>No remuneration consultants were engaged by the Company in FY2021 as the Company is of the view that the annual review by the RC, which includes the referencing of Directors and key management personnel's remuneration against comparable benchmarks and giving due regard to prevailing market practices and conditions as well as the financial, commercial health and business needs of the Group, is currently sufficient to ensure the continued relevance of such remuneration packages to the Group's strategic business objectives and alignment with market practices.</p> <p>If necessary, the RC may seek expert advice inside and/or outside the Company on remuneration of all Directors.</p>
	<u>"Claw-back" Provisions</u>	<p>There are currently no contractual provisions which allows the Company to reclaim incentives from the Executive Directors and key management personnel in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company. The Board is of the view that as the Group pays performance bonuses based on the actual performance of the Group and/or Company (and not on forward-looking results) as well as the actual performance of its Executive Directors and key management personnel, "claw-back" provisions in the service agreements may not be relevant or appropriate.</p> <p>Nonetheless, the Company shall consider the said contractual provisions to be included in future renewals of service contracts as recommended by the Code. Save as aforesaid, the Company reserves the rights to employ legal recourse should any Director and/or key management personnel wilfully and negligently engage in any misconduct.</p>

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
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LEVEL AND MIX OF REMUNERATION		
DISCLOSURE ON REMUNERATION		
7.1 7.2 7.3 8.1	<u>Remuneration Policy</u>	The Company's remuneration policy which covers all aspects of remuneration, including but not limited to directors' fees, salaries, allowances, benefits-in-kind, bonuses, options, share-based incentives and awards, is one that seeks to attract, retain and motivate talent to achieve the Company's business vision and create sustainable value for its stakeholders. The policy articulates to staff that total compensation has been linked to the achievement of organisational and individual performance objectives and benchmarked against relevant and comparative compensation in the market.
	<u>Remuneration Structure for Executive Directors and key management personnel</u> (a) Please describe how the remuneration received by Executive Directors and key management personnel has been determined by the performance criteria.	<p>The Company entered into service agreements on 13 February 2020 with the three Executive Directors, namely Mr Han Keen Juan, Mr Lim Tao-E William and Ms Chow Hui Shien , upon expiry of the previous service agreements. The new service agreements with the Executive Directors are for a period of three years. The Executive Directors will not be receiving any Directors' fees from the Company or its subsidiary companies. The key terms of the service agreements remain largely the same as the previous service agreements .</p> <p>The remuneration received by the Executive Directors and key management personnel takes into consideration his or her individual performance and contribution towards the overall performance of the Group for FY2021. Their remuneration is made up of fixed and variable compensations. The fixed compensation consists of an annual base salary, fixed allowance and annual wage supplement. The variable compensation is determined based on the level of achievement of corporate and individual performance objectives, for each individual role and is dependent on the annual profit of the Group.</p> <p>The remuneration structure is linked by incorporating key performance indicators and performance conditions set out in Table 7.1 below. The senior management proposes the compensation for the Executive Directors and key management personnel for the RC's review, which would thereafter be recommended for the Board's approval.</p>

Corporate Governance

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	<p><u>Performance Criteria</u></p> <p>(b) What were the performance conditions used to determine their entitlement under the short term and long-term incentive schemes?</p>	<p>The following performance conditions for determining incentive plans were chosen to motivate Executive Directors and key management personnel to work in alignment with the goals of all stakeholders:</p> <table border="1"> <thead> <tr> <th colspan="2">Table 7.1 - Performance Criteria</th> </tr> <tr> <th></th> <th>Short-term and long-term incentives <i>(such as performance bonus)</i></th> </tr> </thead> <tbody> <tr> <td>Qualitative</td> <td> <ol style="list-style-type: none"> 1. Leadership and people development 2. Brand development 3. Overseas business development 4. Current market and industry practices 5. Macro-economic factors </td> </tr> <tr> <td>Quantitative</td> <td> <ol style="list-style-type: none"> 1. Annual profit before and after tax 2. Return on equity 3. Relative financial performance of the Group to its industry peers 4. Sales growth </td> </tr> </tbody> </table>	Table 7.1 - Performance Criteria			Short-term and long-term incentives <i>(such as performance bonus)</i>	Qualitative	<ol style="list-style-type: none"> 1. Leadership and people development 2. Brand development 3. Overseas business development 4. Current market and industry practices 5. Macro-economic factors 	Quantitative	<ol style="list-style-type: none"> 1. Annual profit before and after tax 2. Return on equity 3. Relative financial performance of the Group to its industry peers 4. Sales growth
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	<p>(c) Were all of these performance conditions met? If not, what were the reasons?</p>	<p>Yes, the RC has reviewed and is satisfied that the performance conditions were met for FY2021.</p>								
7.2	<p><u>Remuneration Structure of Non-Executive Directors</u></p>	<p>The Independent Non-Executive Directors do not have any service contracts and are paid (i) basic directorship fees; and (ii) additional fees for serving as the Chairman on each of the Board Committees. The Independent Non-Executive Directors will each receive their directors' fees in cash.</p> <p>Directors' fees are subjected to shareholders' approval at a general meeting. The fees for the financial year in review are determined in the previous financial year, and were proposed by the Management, submitted to the RC for review, and thereafter recommended for endorsement by the Board and subjected to the approval of shareholders at the AGM.</p> <p>The RC has reviewed and assessed that the remuneration of the Independent Non-Executive Directors for FY2021 is appropriate, considering the effort, time spent and responsibilities of these Independent Non-Executive Directors.</p>								

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE																																																																										
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8.1(a) 8.1(b)	(a) Has the Company disclosed each Director's and the CEO's remuneration as well as a breakdown (in percentage or dollar terms) into base/ fixed salary, variable or performance-related income/ bonuses, benefits in kind, stock options granted, share-based incentives and awards, and other long-term incentives? If not, what are the reasons for not disclosing so?	<p>The breakdown for the remuneration of the Directors and the CEO for FY2021 is as follows:</p> <table border="1"> <thead> <tr> <th colspan="6"><i>Table 8.1(a) - Directors' and CEO's Remuneration</i></th> </tr> <tr> <th>Name</th> <th>Fixed Remuneration⁽¹⁾ (%)</th> <th>Performance Bonus⁽¹⁾ (%)</th> <th>Directors Fees (%)</th> <th>Benefits-in-kind (%)</th> <th>Total (%)</th> </tr> </thead> <tbody> <tr> <td colspan="6">Band X: Between S\$2,250,001 to S\$2,500,000</td> </tr> <tr> <td>Han Keen Juan</td> <td>44</td> <td>55</td> <td>-</td> <td>1</td> <td>100</td> </tr> <tr> <td colspan="6">Band VIII: Between S\$1,750,001 to S\$2,000,000</td> </tr> <tr> <td>Lim Tao-E William</td> <td>43</td> <td>56</td> <td>-</td> <td>1</td> <td>100</td> </tr> <tr> <td colspan="6">Band VI: Between S\$1,250,001 to S\$1,500,000</td> </tr> <tr> <td>Chow Hui Shien</td> <td>32</td> <td>67</td> <td>-</td> <td>1</td> <td>100</td> </tr> <tr> <td colspan="6">Band I: Below S\$250,000</td> </tr> <tr> <td>Tan Han Beng (Chen Hanming)</td> <td>-</td> <td>-</td> <td>100</td> <td>-</td> <td>100</td> </tr> <tr> <td>Audrey Yap Su Ming</td> <td>-</td> <td>-</td> <td>100</td> <td>-</td> <td>100</td> </tr> <tr> <td>Hawazi Bin Daipi</td> <td>-</td> <td>-</td> <td>100</td> <td>-</td> <td>100</td> </tr> </tbody> </table> <p><i>Notes:</i></p> <p>1. Fixed remuneration and performance bonus include employer's contribution to Central Provident Fund ("CPF").</p> <p>The Directors' remuneration for FY2021 has been disclosed in bands of S\$250,000. The remuneration of each individual Director to the nearest thousands is not disclosed due to competitive pressures in the niche food kiosk industry and talent market.</p> <p>There were no termination, retirement, post-employment benefits that may be granted to the Directors, the CEO and top five key management personnel.</p>	<i>Table 8.1(a) - Directors' and CEO's Remuneration</i>						Name	Fixed Remuneration ⁽¹⁾ (%)	Performance Bonus ⁽¹⁾ (%)	Directors Fees (%)	Benefits-in-kind (%)	Total (%)	Band X: Between S\$2,250,001 to S\$2,500,000						Han Keen Juan	44	55	-	1	100	Band VIII: Between S\$1,750,001 to S\$2,000,000						Lim Tao-E William	43	56	-	1	100	Band VI: Between S\$1,250,001 to S\$1,500,000						Chow Hui Shien	32	67	-	1	100	Band I: Below S\$250,000						Tan Han Beng (Chen Hanming)	-	-	100	-	100	Audrey Yap Su Ming	-	-	100	-	100	Hawazi Bin Daipi	-	-	100	-	100
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Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
	(b) Has the Company disclosed each key management personnel's remuneration, in bands of S\$250,000 or more in detail, as well as a breakdown (in percentage or dollar terms) into base/ fixed salary, variable or performance-related income/ bonuses, benefits in kind, stock options granted, share-based incentives and awards, and other long-term incentives? If not, what are the reasons for not disclosing so?	<p>For competitive reasons and to maintain confidentiality of staff remuneration in the interest of the Company, the names and remuneration details of the top five key executives, including the aggregate remuneration paid to the top five key management personnel, are not disclosed.</p> <p>The remuneration for each of the top five key management personnel (who are not Directors) for FY2021 fell within the band of S\$250,000 and below.</p>
	(c) Please disclose the aggregate remuneration paid to the top five key management personnel (who are not Directors or the CEO).	Please refer to the above.
8.2	<p><u>Related Employees</u></p> <p>Is there any employee who is an immediate family member of a Director or the CEO, and whose remuneration exceeds S\$100,000 during the last financial year? If so, please identify the employee and specify the relationship with the relevant Director or the CEO.</p>	<p>Mr Philip Chow Phee Liat is the brother of Ms Chow Hui Shien, the Company's Deputy CEO and Executive Director, and he is the Overseas Business Development Manager of the Group.</p> <p>For FY2021, the remuneration of Mr Philip Chow Phee Liat was between S\$100,000 and S\$150,000.</p>

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
8.3	<u>Employee Share Scheme(s)</u>	<p>The Company had no employee share schemes during FY2021 as the Old Chang Kee Performance Share Scheme (“Scheme”), had expired on 28 April 2019, being the expiry of the 10-year period commencing on the adoption date of the Scheme on 29 April 2009. The Company has not adopted a new employee share scheme thereafter.</p> <p>The Company is of the view that performance bonus is sufficient to reward high-performing employees for the time being, given the current nature and scope of the Group's operations and size. The RC will periodically review the Company's remuneration tools and assess if share-based incentive schemes should be adopted going forward, giving due consideration to factors such as the prevailing market practice, size and scope of the Group's operations and relevant costs and tax implications.</p>
ACCOUNTABILITY AND AUDIT		
RISK MANAGEMENT AND INTERNAL CONTROLS		
9 9.1	<u>Risk Governance by the Board</u>	<p>The Board is responsible for the governance of risk and sets the direction for the Group in the way risks are managed in the Group's businesses, and oversees the Management in the design, implementation and monitoring of the risk management and internal control system.</p> <p>The Board reviews the adequacy and effectiveness of the Company's risk management and internal control systems, including financial, operational, compliance and information technology controls, at least annually.</p> <p>To assist the Board, the Board has established the risk management committee (the “RMC”), a dedicated risk committee at management level, headed by the Company's Deputy CEO, Ms Chow Hui Shien, and comprises management staff as its members. The RMC is responsible for reviewing and making recommendations to the AC on the type and level of risks that the Group could undertake on an integrated basis to achieve its business strategies and the appropriate framework and policies for managing risks that are consistent with the Group's risk appetite. The RMC reviews all significant control policies and procedures and highlights any significant matters to the AC. The RMC reports to the AC.</p>

Corporate Governance

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

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
9.2	<p><u>Confirmation of Internal Controls</u></p> <p>(a) In relation to the major risks faced by the Company, including financial, operational, compliance, information technology and sustainability, please state the bases for the Board's view on the adequacy and effectiveness of the Company's internal controls and risk management systems.</p>	<p>The Board, with the concurrence of the AC, is of the view that the Company's internal controls (including financial, operational, compliance and information technology controls) and risk management systems were adequate and effective for FY2021.</p> <p>The bases for the Board's view are as follows:</p> <ol style="list-style-type: none"> 1. Assurance has been received from the CEO and CFO (refer to Section 9.2(b) of Table I); 2. Both external and internal audits have been carried out by the EA and IA respectively, and significant matters highlighted to the AC and key management personnel were appropriately addressed; 3. The RMC evaluates, monitors material risks and reports to the AC on a regular basis; 4. Discussions were held between the AC and auditors in the absence of the key management personnel to review and address any potential concerns; 5. An enterprise risk management framework was established to identify, manage and mitigate significant risks; and 6. Risk appetite statements with tolerance limits have been approved by the Board to contain risks within acceptable levels. <p>The system of internal controls and risk management policies established by the Company is designed to manage, rather than eliminate, the risk of failure in achieving the Company's strategic objectives. The Board notes that no system of internal controls and risk management can provide absolute assurance in this regard, or absolute assurance against the occurrence of material errors, poor judgment in decision making, human error, losses, fraud or other irregularities.</p>

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
	(b) In respect of the past 12 months, has the Board received assurance from the CEO and the CFO as well as the IA that: (i) the financial records have been properly maintained and the financial statements give true and fair view of the Company's operations and finances; and (ii) the Company's risk management and internal control systems are effective? If not, how does the Board assure itself of points (i) and (ii) above?	<p>Yes, the Board has obtained such assurance from the CEO and CFO in respect of FY2021.</p> <p>The Board had additionally relied on IA reports in respect of, amongst others, information technology policies and procedures, information technology general controls, and data classification and security as assurances that the Company's risk management and internal control systems are effective.</p>
AUDIT COMMITTEE		
10.1 10.3	<i>Role of the AC</i>	<p>All members of the AC are Non-Executive Directors who are independent and do not have any management and business relationships with the Company or any substantial shareholder of the Company. None of the AC members were previous partners or directors of the Company's external audit firm within a period of two years commencing on the date of their ceasing to be a partner of the external audit firm (if applicable) and none of the AC members hold any financial interest in the external audit firm.</p> <p>The AC is guided by its key terms of reference, which includes:</p> <p>(i) Reviewing the significant financial reporting issues and judgements to ensure the integrity of the financial statements of the Company and any formal announcements relating to the Group's financial performance;</p>

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE

Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
		<p>(ii) Reviewing and reporting to the Board at least annually on the adequacy and effectiveness of the Company's internal controls, including financial, operational, compliance and information technology controls. Review of the Company's internal controls may be carried out with the assistance of externally appointed professionals;</p> <p>(iii) Reviewing the assurance from the CEO and the CFO on the financial records and financial statements;</p> <p>(iv) Reviewing the adequacy, effectiveness, independence, scope and results of the external audit and internal audit function, which includes:</p> <ul style="list-style-type: none"> a. reviewing the audit plan of the external auditors, including the nature and scope of the audit, before the audit commences; b. reviewing the results of external audit, in particular their audit report and their management letter, and Management's response thereto; c. reviewing the independence of the external auditors annually and where the external auditors also provide a substantial volume of non-audit services to the Company, keep the nature and extent of such service under review, seeking to maintain objectivity; d. reviewing the co-operation given by the Company's officers to the external auditors; e. making recommendations to the Board on the proposals to shareholders on the appointment, re-appointment and removal of the external auditors, and approving the remuneration and terms of the engagement of the external auditors; f. approval of the hiring, removal, evaluation and compensation of the head of the internal audit function or the accounting/auditing firm or corporation to which the internal audit function is outsourced;

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
		<p>g. reviewing whether the internal audit function is adequately resourced, is independent of the activities it audits, and has appropriate standing within the Company. The internal audit function can either be in-house, outsourced to a reputable accounting/auditing firm, or performed by a major shareholder, holding company, parent company or controlling enterprise with an internal audit staff;</p> <p>h. reviewing, at least annually, the adequacy and effectiveness of the Company's internal audit function;</p> <p>i. meeting with the external auditors, and the internal auditors, in each case without the presence of Management, at least annually.</p> <p>(v) Reviewing the policy and arrangements by which concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on;</p> <p>(vi) Commissioning and reviewing the findings of internal investigations into matters where there is suspicion of fraud or irregularity or failure of internal controls or infringement of any Singapore law, rule or regulation, which has or is likely to have a material impact on the Company and the Group's operating results and/or financial position; and</p> <p>(vii) Generally, performing such other functions and duties as may be required by the relevant laws or provisions of the Catalist Rules and the Code (as may be amended from time to time).</p>
	<i>Whistle Blowing Policy</i>	The Company has in place a whistle-blowing policy which has been communicated to all employees and is available on its website. The Company's staff and any other persons may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters by submitting a whistle blowing report to the Chairman of the AC at the following email address: lancetan75@gmail.com . Only the Chairman of the AC has access to this email address.

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
10.2	<u>Qualification of the AC members</u>	<p>Yes. The Board considers Mr Tan Han Beng, who has extensive and practical accounting and financial management knowledge and experience, well qualified to chair the AC. All members of the AC also have recent and relevant experience in accounting and financial management.</p> <p>The members of the AC collectively have many years of strong accounting and related financial management expertise and experience and are appropriately qualified to discharge their responsibilities.</p>
10.4	<u>Internal Audit Function</u>	<p>The Company's internal audit function is outsourced to Ardent Business Advisory Pte Ltd that reports directly to the AC Chairman and administratively to the Management. The AC is responsible for the hiring, removal, evaluation and compensation of the accounting or auditing firm or corporation which the internal audit function of the Company is outsourced to.</p> <p>The AC reviews and approves the internal audit plan to ensure the adequacy of the scope of audit. The internal audit plan complements that of the external auditors and together forms a robust risk-based audit approach to facilitate the AC's review of the adequacy and effectiveness of the Group's risk management and internal control systems.</p> <p>The AC is satisfied that the internal auditor is able to discharge its duties effectively as the internal auditor:</p> <ul style="list-style-type: none"> • is adequately qualified, given that it is a member of the Institute of Internal Auditors and it adheres to the Standards for the Professional Practice of Internal Auditing laid down in the International Professional Practices Framework issued by the Institute of Internal Auditors; • is adequately resourced as there is a team of six members assigned to the Company's internal audit, led by Mr Sarjit Singh who has more than 20 relevant years of diverse audit experience; and • has the appropriate standing in the Company, given, <i>inter alia</i>, its involvement in certain AC meetings and its unfettered access to all the Group's documents, records, properties and personnel, including direct access to the AC.

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
10.5	<u>Met Auditors in Management's Absence</u>	The AC has met together with the IA and the EA once in the absence of key management personnel in FY2021.
SHAREHOLDER RIGHTS AND ENGAGEMENT		
SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS		
11.1	<u>Shareholders' Participation at General Meetings</u>	Shareholders are entitled to attend the general meetings and are afforded the opportunity to participate effectively in and vote at general meetings. An independent polling agent is appointed by the Company for general meetings who will explain the rules, including the voting procedures that govern the general meetings of shareholders.
	<u>Appointment of Proxies</u>	<p>The Company's Constitution allows a shareholder to appoint up to two proxies to attend and vote in the shareholder's place at the general meetings. Pursuant to the multiple proxies regime introduced by the Companies (Amendment) Act 2014, indirect investors who hold the Company's shares through a nominee company or custodian bank or through a Central Provident Fund agent bank may attend and vote at general meetings. Specified intermediaries, such as banks and capital markets services licence holders which provide custodial services, may appoint more than two proxies.</p> <p>Pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020 gazetted on 13 April 2020 (the "Order"), and the joint statement issued by the Accounting and Corporate Regulatory Authority, Monetary Authority of Singapore and Singapore Exchange Regulation on the same day (and subsequently updated on 27 April 2020, 22 June 2020 and 1 October 2020) providing additional guidance on the conduct of general meetings of listed and non-listed entities during elevated safe distancing period (the "Guidance"), shareholders and members are unable to physically attend the Company's upcoming annual general meeting ("AGM"). Accordingly, shareholders and members (including those attending the meeting physically (e.g. management shareholders or members)) must vote by proxy only, and only the chairman of the AGM may be appointed as proxy. Shareholders and members should specifically indicate how they wish to vote for or vote against (or abstain from voting on) the resolutions to be tabled at the AGM.</p>

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
11.2	<u>Bundling of Resolutions</u>	Resolutions requiring shareholders' approval are tabled separately for adoption at the Company's general meetings unless they are closely related and are more appropriately tabled together. Reasons, and implications of why resolutions are bundled will be set out in the circulars sent out.
11.3	<u>Directors' Attendance</u>	The Company requires all Directors (including the Chairman of the Board and the respective chairman of the Board Committees) to be present at all general meetings, unless due to exigencies. The EA is also required to be present to address shareholders' queries about the conduct of audit and the preparation and content of the independent auditor's report.
11.4	<u>Absentia Voting</u>	The Company's Constitution allows for absentia voting, (including but not limited to the voting by mail, electronic mail or facsimile).
11.5	<u>Publication of Minutes</u>	All minutes of general meetings, including the substantial and relevant comments or queries raised by shareholders in relation to the meeting agenda and the responses from the Board and/or Management, will be made available to shareholders via SGXNET and the Company's corporate website within one month after the general meeting and before the general meeting respectively. Pursuant to the Order and the Guidance, the minutes to the Company's upcoming AGM will be published on SGXNET and the Company's corporate website within one month after the AGM.
11.6	<u>Dividend Policy</u>	The Company does not have a fixed dividend policy. Nonetheless, key management personnel will review, <i>inter alia</i> , the Group's performance in the relevant financial period, projected capital needs and working capital requirements and make appropriate recommendations to the Board on dividend declaration.
	(a) Does the Company have a dividend policy?	
	(b) Is the Company paying dividends for the financial year? If not, please explain why.	The Board has proposed a final one-tier tax exempt dividend of 1.0 Singapore cent per ordinary share for FY2021 which will be subject to shareholders' approval at the forthcoming AGM. The Company has paid an interim dividend of 0.5 Singapore cents per ordinary share for HY2021 on 17 December 2020. The total dividend for FY2021, if the final dividend is approved at the forthcoming AGM, amounts to 1.5 Singapore cents per ordinary share.

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
ENGAGEMENT WITH SHAREHOLDERS		
12.1 12.2 12.3 13.3	<p><u>Communication with Shareholders</u></p> <p>(a) Does the Company regularly communicate with shareholders and attend to their questions? How often does the Company meet with institutional and retail investors?</p>	<p>The Company solicits feedback from and addresses the concerns of shareholders (including institutional and retail investors) via the general meetings held during the financial year. Information is also disseminated to shareholders and investors on a timely basis through:</p> <p>(i) annual reports and notices of general meetings issued to all shareholders; and</p> <p>(ii) half-year and full-year announcements of financial results and other announcements or press releases through the SGXNET.</p> <p>In addition, if the need arises, the Company may organise media/analyst briefings to enable better appreciation of the Group's performance and developments, which will also act as a platform to maintain regular dialogue with its shareholders as well as to solicit and understand the views of shareholders and potential investors.</p>
	<p>(b) Is this done by a dedicated investor relations team (or equivalent)? If not, who performs this role?</p>	<p>The Company does not have a dedicated investor relations team. The Company's CEO and CFO are responsible for the Company's communication with its shareholders.</p> <p>The Company will consider the appointment of a professional investor relations officer to manage the function should the need arises.</p>
	<p>(c) How does the Company keep shareholders informed of corporate developments, apart from SGXNET announcements and the annual report?</p>	<p>Apart from the SGXNET announcements and its annual report, the Company updates shareholders on its corporate developments through its corporate website at https://www.oldchangkee.com/ and its investor relations webpage at http://oldchangkee.listedcompany.com/home.html. All materials presented in general meetings are uploaded on the SGXNET.</p> <p>For enquires and all other matters, shareholders and all other parties can contact the Company at the contact details set out on the Company's corporate website.</p> <p>The Company currently does not have an investor relations policy but considers advice from its continuing sponsor, corporate lawyers and professionals on appropriate disclosure requirements before announcing material information to shareholders.</p>

Corporate Governance

TABLE I - COMPLIANCE WITH THE CODE		
Principle / Provisions of the Code	Code and/or Guide Description	Company's Compliance or Explanation
MANAGING STAKEHOLDERS RELATIONSHIP		
ENGAGEMENT WITH STAKEHOLDERS		
13.1 13.2	<i>Stakeholders Management</i>	<p>The Company undertakes an annual review in identifying its material stakeholders. It assesses the material environmental, social and governance factors that affects the Group.</p> <p>The Company will publish its standalone FY2021 Sustainability Report no later than 29 August 2021 and the same will be uploaded on the Company's website as well as on SGXNET.</p> <p>In defining the Company's sustainability reporting content, the Company will apply the principles of the Global Reporting Initiative (GRI) by considering the Group's activities, impact and substantive expectations and interests of its stakeholders. The Company will observe a total of four principles, namely materiality, stakeholder inclusiveness, sustainability index and completeness. For reporting quality, the Company will observe the principles of balance, comparability, accuracy, timeliness, clarity and reliability.</p> <p>The Sustainability Report will be on a "comply or explain" basis in accordance with Rule 711B and Practice Note 7F of the Catalist Rules. Corresponding to GRI's emphasis on materiality, the Sustainability Report will highlight the key economic, environmental, social and governance related initiatives carried out throughout the 12-month period, from 1 April 2020 to 31 March 2021.</p> <p>Further details on the Company's sustainable practices are contained in the Company's FY2021 Sustainability Report.</p>

Corporate Governance

TABLE II - COMPLIANCE WITH CATALIST RULES														
Rule	Rule Description	Company's Compliance or Explanation												
720(5)	<u>Information relating to Directors seeking re-election</u>	Please refer to the information relating to the Directors seeking re-election as per Appendix 7F of the Catalist Rules, which are set out in Table III of this report.												
1204(6)(A)	<p><u>Non-audit fees</u></p> <p>(a) Please provide a breakdown of the fees paid in total to the EA for audit and non-audit services for the financial year.</p>	<p>Table 1204(6)(A) - Fees Paid/Payable to the EA for FY2021</p> <table border="1"> <thead> <tr> <th></th> <th>S\$'000</th> <th>% of total</th> </tr> </thead> <tbody> <tr> <td>Audit fees</td> <td>94</td> <td>81</td> </tr> <tr> <td>Non-Audit Fees</td> <td>22</td> <td>19</td> </tr> <tr> <td>Total</td> <td>116</td> <td>100</td> </tr> </tbody> </table>		S\$'000	% of total	Audit fees	94	81	Non-Audit Fees	22	19	Total	116	100
	S\$'000	% of total												
Audit fees	94	81												
Non-Audit Fees	22	19												
Total	116	100												
1204(6)(B)	<p><u>Confirmation by AC</u></p> <p>(b) If the EA have supplied a substantial volume of non-audit services to the Company, please state the bases for the AC's view on the independence of the EA.</p>	The non-audit services rendered during FY2021 were not substantial.												
1204(6)(C)	<u>Appointment of Auditors</u>	<p>Ernst & Young LLP is the auditor of the Company and its Singapore incorporated subsidiary. The overseas subsidiary and associated companies are not considered significant as defined under Rule 718 of the Catalist Rules.</p> <p>The Company confirms its compliance to Rules 712 and 715 of the Catalist Rules.</p>												
1204(8)	<u>Material Contracts</u>	Other than those disclosed in the Directors' Statement and the Financial Statements, there were no material contracts entered into by the Group involving the interest of the CEO, any Director, or controlling shareholder, which are either still subsisting at the end of FY2021 or if not then subsisting, entered into since the end of the previous financial year.												
1204(10)	<u>Adequacy of Internal Controls</u>	Please refer to the confirmation provided by the Board in Section 9.2 of Table I.												
1204(10C)	<u>Adequacy of Internal Audit Function</u>	The AC is of the opinion that the internal audit function is independent, effective and adequately resourced.												

Corporate Governance

TABLE II - COMPLIANCE WITH CATALIST RULES		
Rule	Rule Description	Company's Compliance or Explanation
1204(17)	<u>Interested Person Transactions ("IPT")</u>	<p>The Group has procedures governing all IPTs to ensure that they are properly documented and reported on a timely manner to the AC and that they are carried out on normal commercial terms and are not prejudicial to the interests of the Company and its minority shareholders, in accordance with the internal controls set up by the Company on dealing with IPTs. In the event that a member of the AC is involved in any IPT, he will abstain from reviewing that particular transaction.</p> <p>There were no IPTs with value more than S\$100,000 transacted during FY2021.</p>
1204(19)	<u>Dealing in Securities</u>	<p>The Company has adopted an internal policy which prohibits the Directors and officers from dealing in the securities of the Company while in possession of price-sensitive information which is not available to the public.</p> <p>The Company, its Directors and officers are also discouraged from dealing in the Company's securities on short term considerations and are prohibited from dealing in the Company's securities during the period beginning one month before the announcement of the Company's half-year and full-year financial statements respectively, and ending on the date of the announcement of the relevant results. The Company will also send a memorandum prior to the commencement of each window period as a reminder to the Directors, officers, relevant employees and associates to ensure that they comply with the Code.</p>
1204(21)	<u>Non-sponsor Fees</u>	No non-sponsor fees were paid/payable to the Company's sponsor, PrimePartners Corporate Finance Pte. Ltd. for FY2021.
1204(22)	<u>Use of IPO Proceeds</u>	There are no outstanding proceeds raised from IPO or any offerings pursuant to Chapter 8 of the Catalist Rules.

Corporate Governance

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

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION	
	Name of Director to be re-elected	
	Chow Hui Shien	Audrey Yap Su Ming
Date of appointment announcement (“ Previous Announcement ”)	27 July 2012	24 July 2014
Any changes to the Previous Announcement?	See below	See below
	Changes to the Previous Announcement, if applicable	
Designation	Executive Director and Deputy Chief Executive Officer	Independent Director
Date of appointment	27 July 2012	24 July 2014
Date of last re-appointment	26 July 2018	26 July 2018
Age	47	58
Country of principal residence	Singapore	Singapore
Academic qualifications	<ul style="list-style-type: none"> Bachelor of Business from the Monash University, Melbourne 	<ul style="list-style-type: none"> Bachelor of Law from the University of Malaya
Professional memberships/ qualifications	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Qualified lawyer in Singapore and Malaysia, a solicitor of England and Wales, a registered patent agent in Singapore and a Notary Public
	<u>Current directorships</u>	
Public companies	<ul style="list-style-type: none"> Old Chang Kee Ltd. 	<ul style="list-style-type: none"> Old Chang Kee Ltd.

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION	
	Name of Director to be re-elected	
	Chow Hui Shien	Audrey Yap Su Ming
Private companies	<u>Group Companies</u> <ul style="list-style-type: none"> Ten & Han Trading Pte Ltd Old Chang Kee Manufacturing Sdn. Bhd. Old Chang Kee UK Limited <u>Other companies</u> <ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Yu Sarn Audrey IP Management Services Pte. Ltd. Yusarn Audrey IP Services Sdn Bhd Yusarn Audrey IP Services (Thailand) Company Limited Intellectual Property Office of Singapore
	<u>Past directorships (in the last 5 years)</u>	
Public companies	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil
Private companies	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Tabernaculum Pte Ltd (resigned on 23 September 2020)
Principal commitments ¹	Deputy CEO of Old Chang Kee Ltd.	Co-founder and Managing Partner of Yusarn Audrey, a boutique intellectual property and corporate law firm.
Shareholding interest in the Company and its subsidiaries	<u>Direct interest:</u> 80,600 ordinary shares in the Company	Nil

¹ Include all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments.

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION	
	Name of Director to be re-elected	
	Chow Hui Shien	Audrey Yap Su Ming
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The Nominating Committee, having evaluated Ms Chow Hui Shien's qualifications and work experience, has recommended the re-appointment of Ms Chow Hui Shien as an Executive Director of the Company. The Board of Directors has accepted the recommendation of the Nominating Committee and approved Ms Chow Hui Shien's re-appointment.	The Nominating Committee, having evaluated Ms Audrey Yap Su Ming's qualifications and work experience, has recommended the re-appointment of Ms Audrey Yap Su Ming as an Independent Director of the Company. The Board of Directors has accepted the recommendation of the Nominating Committee and approved Ms Audrey Yap Su Ming's re-appointment. The Board considers Ms Audrey Yap Su Ming to be independent for the purpose of Rule 704(7) of the Catalist Rules.
Whether appointment is executive, and if so, the area of responsibility	Executive. Ms Chow Hui Shien is responsible for overseeing the general management of our Group, including production, logistics, marketing and retail operations.	Non-executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Director and Deputy CEO	Independent Non-Executive Director, NC Chairman, RC and AC member
Working experience and occupation(s) during the past 10 years	Deputy CEO/General Manager of Old Chang Kee Ltd.	Co-founder and Managing Partner of Yusarn Audrey, a boutique intellectual property and corporate law firm.

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION	
	Name of Director to be re-elected	
	Chow Hui Shien	Audrey Yap Su Ming
Any relationship (including immediate family member relationships) with any existing director, existing executive officer, the Company and/or substantial shareholder of the Company or any of its principal subsidiaries	Niece of Mr Han Keen Juan, the Executive Chairman and controlling shareholder of the Company and Mdm Ng Choi Hong, a deemed controlling shareholder of the Company, and the cousin of Mr Lim Tao-E William, an Executive Director and CEO of the Company. Save for the aforementioned, Ms Chow Hui Shien does not have any relationships including immediate family relationships between herself and the Directors, the Company, its principal subsidiaries and its substantial shareholders.	No
Conflict of Interest (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) submitted to the Company?	Yes	Yes
	<i>The general statutory disclosures of the Directors are as follows:</i>	
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION	
	Name of Director to be re-elected	
	Chow Hui Shien	Audrey Yap Su Ming
(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
(c) Whether there is any unsatisfied judgment against him?	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
(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

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION	
	Name of Director to be re-elected	
	Chow Hui Shien	Audrey Yap Su Ming
(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
(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
(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
(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

Corporate Governance

TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION		
Name of Director to be re-elected		
	Chow Hui Shien	Audrey Yap Su Ming
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of: -	No	No
(k) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No
(l) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No
(m) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No
(n) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No	No

Corporate Governance

	TABLE III - INFORMATION RELATING TO DIRECTORS SEEKING RE-ELECTION	
	Name of Director to be re-elected	
	Chow Hui Shien	Audrey Yap Su Ming
(o) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No
	Prior Experience as a Director of a Listed Company on the Exchange	
Any prior experience as a director of an issuer listed on the Exchange?	Not applicable. This relates to the re-election of a director.	Not applicable. This relates to the re-election of a director.
Attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange?	N.A	N.A
Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).	N.A	N.A

N.A - Not Applicable

Directors' Statement

The Directors are pleased to present their statement to the members together with the audited consolidated financial statements of Old Chang Kee Ltd. (the "Company") and its subsidiaries (collectively, the "Group") and the balance sheet and statement of changes in equity of the Company for the financial year ended 31 March 2021.

1. Opinion of the Directors

In the opinion of the Directors,

- (a) the consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2021 and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the year ended on that date; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Group will be able to pay its debts as and when they fall due as the Directors are of the view that the Group will be able to continue to generate net cash inflows from operating activities.

2. Directors

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

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

3. Arrangements to enable Directors to acquire shares and debentures

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

Directors' Statement

4. Performance shares

Previously, the Company had in place, the Old Chang Kee Performance Share Scheme which lapsed on 28 April 2019. Currently, the Company does not have any employee share option scheme or options outstanding.

5. Directors' interests in shares and debentures

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

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

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

There was no change in any of the above-mentioned interests in the Company between the end of the financial year and 21 April 2021.

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

Directors' Statement

6. Audit committee

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

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

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

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

The AC is satisfied with the independence and objectivity of the external auditor and has recommended to the Board of Directors that the auditor, Ernst & Young LLP, be nominated for re-appointment as auditor at the forthcoming Annual General Meeting of the Company.

In appointing our auditors for the Company and its subsidiaries, the Company has complied with Rules 712 and 715 of the Catalist Rules.

7. Auditor

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

On behalf of the Board of Directors:

Han Keen Juan
Director

Lim Tao-E William
Director

28 June 2021

Independent Auditor's Report

To the Members of Old Chang Kee Ltd.

Report on the audit on the financial statements

Opinion

We have audited the financial statements of Old Chang Kee Ltd. (the "Company") and its subsidiaries (collectively, the "Group"), which comprise the balance sheets of the Group and the Company as at 31 March 2021, the statements of changes in equity of the Group and the Company and the consolidated statement of comprehensive income and consolidated cash flow statement of the Group for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements of the Group, the balance sheet and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 March 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 year ended on that date.

Basis for Opinion

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For the matter below, our description of how our audit addressed the matter is provided in that context.

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

Independent Auditor's Report

To the Members of Old Chang Kee Ltd.

Key Audit Matters (cont'd)

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

As at 31 March 2021, the Group has property, plant and equipment and right-of-use assets of \$21,311,000 and \$19,749,000, respectively. As disclosed in Note 11 to the financial statements, in consideration of the business impact from the COVID-19 pandemic and the operating performance of the Group's cash generating units ("CGUs"), management has identified impairment indicators for certain CGUs i.e., loss making outlets in Singapore and the Group's manufacturing operation in Malaysia. The total carrying amount of these CGUs' property, plant and equipment and right-of-use assets subjected to the estimation of recoverable amount is \$6,597,000. The Group has determined the recoverable amount of these CGUs based on their value in use derived from management's cash flow projections. Based on the outcome of this impairment assessment, the Group has recognised an impairment loss of \$113,000 and \$499,000 on the property, plant and equipment and right-of-use assets, respectively.

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

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

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

Other Information

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

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

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

Independent Auditor's Report

To the Members of Old Chang Kee Ltd.

Responsibilities of Management and Directors for the Financial Statements

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

Independent Auditor's Report

To the Members of Old Chang Kee Ltd.

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

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

Report on Other Legal and Regulatory Requirements

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

The engagement partner on the audit resulting in this independent auditor's report is Teo Li Ling.

Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore
28 June 2021

Consolidated Statement of Comprehensive Income

For the Financial Year Ended 31 March 2021

	Note	2021 \$'000	2020 \$'000
Revenue	4	75,319	88,040
Cost of sales		(25,888)	(31,998)
Gross profit		49,431	56,042
Other items of income			
Interest income on short-term deposits		45	106
Other income	5	7,326	1,192
Other items of expense			
Selling and distribution expenses		(30,575)	(39,048)
Administrative expenses		(13,615)	(11,687)
Finance costs	6	(682)	(958)
Other expenses	7	(1,953)	(3,771)
Profit before tax and share of results of joint venture	8	9,977	1,876
Share of results of joint venture		-	(160)
Profit before tax		9,977	1,716
Income tax expense	9	(1,241)	(867)
Profit for the year		8,736	849
Other comprehensive income			
Item that may be reclassified subsequently to profit or loss			
Exchange differences on translating foreign operations		(202)	122
Other comprehensive income for the year, net of tax		(202)	122
Total comprehensive income for the year attributable to owners of the Company		8,534	971
Earnings per share attributable to owners of the Company (cents per share)			
Basic	10	7.20	0.70
Diluted	10	7.20	0.70

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

Balance Sheets

As At 31 March 2021

	Note	Group		Company	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Non-current assets					
Property, plant and equipment	11	21,311	25,149	-	-
Right-of-use assets	29	19,749	19,344	-	-
Intangible assets	12	155	186	-	-
Investment in subsidiaries	13	-	-	5,640	5,640
Investment in associates and joint venture	15	-	-	-	-
Deferred tax assets	28	10	10	10	10
Long term deposits	17	2,517	2,358	-	-
		<u>43,742</u>	<u>47,047</u>	<u>5,650</u>	<u>5,650</u>
Current assets					
Inventories	18	1,046	1,285	-	-
Trade and other receivables	19	1,292	2,738	6	159
Deposits	17	1,063	1,355	-	-
Prepayments		1,041	1,085	25	24
Amounts due from subsidiaries	20	-	-	4,056	6,385
Cash and bank balances	21	25,190	11,749	9,494	3,866
Restricted cash	22	2,500	2,500	-	-
		<u>32,132</u>	<u>20,712</u>	<u>13,581</u>	<u>10,434</u>

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

Balance Sheets

As At 31 March 2021

	Note	Group		Company	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current liabilities					
Trade and other payables	23	9,361	8,297	3,561	906
Other liabilities	24	147	182	-	-
Provisions	25	2,506	2,435	50	47
Bank loans	26	1,288	1,222	-	-
Finance lease liabilities	27	200	170	-	-
Lease liabilities	29	9,636	9,837	-	-
Provision for taxation		1,498	1,011	40	26
		<u>24,636</u>	<u>23,154</u>	<u>3,651</u>	<u>979</u>
Net current assets/ (liabilities)		<u>7,496</u>	<u>(2,442)</u>	<u>9,930</u>	<u>9,455</u>
Non-current liabilities					
Bank loans	26	5,385	6,718	-	-
Finance lease liabilities	27	309	401	-	-
Lease liabilities	29	11,012	9,931	-	-
Deferred tax liabilities	28	818	1,161	-	-
		<u>17,524</u>	<u>18,211</u>	<u>-</u>	<u>-</u>
Net assets		<u>33,714</u>	<u>26,394</u>	<u>15,580</u>	<u>15,105</u>
Equity attributable to owners of the Company					
Share capital	30	13,964	13,964	13,964	13,964
Retained earnings		19,735	12,213	1,616	1,141
Other reserves	31	15	217	-	-
Total equity		<u>33,714</u>	<u>26,394</u>	<u>15,580</u>	<u>15,105</u>

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

Statement of Changes In Equity

For the Financial Year Ended 31 March 2021

Group	Attributable to owners of the Company				
	Share capital	Retained earnings	Other reserves	Foreign currency translation reserve	Total equity
	\$'000 (Note 30)	\$'000	\$'000 (Note 31)	\$'000	\$'000
Opening balance at 1 April 2020	13,964	12,213	217	217	26,394
Profit for the year	-	8,736	-	-	8,736
<u>Other comprehensive income</u>					
Exchange differences on translating foreign operations	-	-	(202)	(202)	(202)
Total comprehensive income for the year	-	8,736	(202)	(202)	8,534
<u>Contributions by and distributions to owners</u>					
Dividends on ordinary shares (Note 38)	-	(1,214)	-	-	(1,214)
Closing balance at 31 March 2021	<u>13,964</u>	<u>19,735</u>	<u>15</u>	<u>15</u>	<u>33,714</u>
Opening balance at 1 April 2019	13,964	14,398	95	95	28,457
Profit for the year	-	849	-	-	849
<u>Other comprehensive income</u>					
Exchange differences on translating foreign operations	-	-	122	122	122
Total comprehensive income for the year	-	849	122	122	971
<u>Contributions by and distributions to owners</u>					
Dividends on ordinary shares (Note 38)	-	(3,034)	-	-	(3,034)
Closing balance at 31 March 2020	<u>13,964</u>	<u>12,213</u>	<u>217</u>	<u>217</u>	<u>26,394</u>

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

Statement of Changes In Equity

For the Financial Year Ended 31 March 2021

Company	Share capital \$'000 (Note 30)	Retained earnings \$'000	Total equity \$'000
Opening balance at 1 April 2020	13,964	1,141	15,105
Profit for the year, representing total comprehensive income for the year	-	1,689	1,689
<u>Contributions by and distributions to owners</u>			
Dividends on ordinary shares (Note 38)	-	(1,214)	(1,214)
Closing balance at 31 March 2021	<u>13,964</u>	<u>1,616</u>	<u>15,580</u>
Opening balance at 1 April 2019	13,964	3,045	17,009
Profit for the year, representing total comprehensive income for the year	-	1,130	1,130
<u>Contributions by and distributions to owners</u>			
Dividends on ordinary shares (Note 38)	-	(3,034)	(3,034)
Closing balance at 31 March 2020	<u>13,964</u>	<u>1,141</u>	<u>15,105</u>

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

Consolidated Cash Flow Statement

For the Financial Year Ended 31 March 2021

	Note	2021 \$'000	2020 \$'000
Operating activities			
Profit before tax		9,977	1,716
Impairment loss on trade and other receivables	19	-	4
Impairment loss on amount due from associate	16	86	229
Impairment loss on amount due from joint ventures	16	148	1,350
Impairment loss for investment in unquoted shares	7	-	74
Amortisation of intangible assets	12	31	70
Depreciation of property, plant and equipment	11	4,802	5,373
Depreciation of right-of-use assets	29	10,717	9,852
Impairment loss on property, plant and equipment	11	113	271
Impairment loss on right-of-use assets	29	499	136
Gain on lease modification		(17)	-
Gain on disposal of property, plant and equipment		(185)	(10)
Property, plant and equipment written off	11	2	196
Interest expense on borrowings and finance lease	6	127	282
Interest expense on lease liabilities	6	555	676
Interest income		(45)	(106)
Share of results of joint venture		-	160
Currency realignment		(169)	136
Operating profit before changes in working capital		26,641	20,409
Decrease/(increase) in inventories		239	(188)
Decrease/(increase) in trade and other receivables		1,430	(2,390)
Increase in amount due from joint venture		(38)	(39)
Increase in amounts due from associates		(86)	(98)
Decrease/(increase) in deposits		133	(389)
Decrease/(increase) in prepayments		44	(72)
Increase in trade and other payables		1,064	806
(Decrease)/increase in other liabilities		(35)	6
Decrease in provisions		(10)	(109)

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

Consolidated Cash Flow Statement

For the Financial Year Ended 31 March 2021

	Note	2021 \$'000	2020 \$'000
Cash flows from operations		29,382	17,936
Income taxes paid		(1,097)	(1,282)
Net cash flows generated from operating activities		28,285	16,654
Investing activities			
Purchase of property, plant and equipment	11	(1,276)	(2,314)
Purchase of intangible assets	12	-	(28)
Proceeds from disposal of property, plant and equipment		571	12
Proceeds from disposal of unquoted shares	14	-	160
Loan to joint venture		(110)	(817)
Interest income received		61	90
Net cash flows used in investing activities		(754)	(2,897)
Financing activities			
Proceeds from bank loan		-	8,482
Repayment of finance lease liabilities		(204)	(161)
Repayment of lease obligation	29	(10,723)	(9,564)
Interest portion of lease liabilities paid	29	(555)	(676)
Interest paid		(127)	(282)
Repayment of bank loans		(1,267)	(9,720)
Dividends paid	38	(1,214)	(3,034)
Bank deposit pledged	22	-	(2,500)
Net cash flows used in financing activities		(14,090)	(17,455)
Net increase/(decrease) in cash and cash equivalents		13,441	(3,698)
Cash and cash equivalents at the beginning of the financial year		11,749	15,447
Cash and cash equivalents at the end of the financial year	21	25,190	11,749

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

1. Corporate information

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

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

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

2. Summary of significant accounting policies

2.1 Basis of preparation

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

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

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

2.2 New and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Group has adopted all the new and revised standards which are effective for annual financial periods beginning on or after 1 April 2020. Except for the adoption of SFRS(I) 16 Leases described below, the adoption of these new standards did not have any material effect on the financial performance or position of the Group.

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

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.3 Standards issued but not yet effective

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

<i>Description</i>	<i>Effective for annual periods beginning on or after</i>
Annual Improvements to SFRS(I)s 2018-2020	1 January 2022
Amendments to SFRS(I) 3: Reference to Conceptual Framework	1 January 2022
Amendments to SFRS(I) 1-16 Property, Plant and Equipment: Proceeds before Intended Use	1 January 2022
Amendments to SFRS(I) 1-37: Onerous Contracts—Cost of Fulfilling a Contract	1 January 2022
Amendments to SFRS(I) 1-1 and SFRS(I) Practice Statement 2: Disclosure of Accounting Policies	1 January 2023
Amendments to SFRS(I) 1-8: Definition of Accounting Estimates	1 January 2023
Amendments to SFRS(I) 1-1: Classification of Liabilities as Current or Non-current	1 January 2023
Amendments to SFRS(I) 10 and SFRS(I) 1-28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be determined

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

2.4 Basis of consolidation

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

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

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.5 Foreign currency

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

(a) Transactions and balances

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

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

(b) Consolidated financial statements

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

2.6 Property, plant and equipment

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

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.6 Property, plant and equipment (cont'd)

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

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

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

2.7 Intangible assets

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

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

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

Computer software licenses	-	5 years
Club membership	-	24 years

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.8 Impairment of non-financial assets

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

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

Impairment losses are recognised in profit or loss.

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

2.9 Subsidiaries

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

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

2.10 Joint arrangements

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

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

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

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.11 *Joint venture and associates*

An associate is an entity over which the Group has significant influence. 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.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The Group accounts for its investment in associates and joint venture using the equity method from the date on which it becomes an associate or joint venture.

Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

The statement of profit or loss reflects the Group's share of the results of operations of the associate or joint venture. Unrealised gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the statement of profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

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

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

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.12 Financial instruments

(a) Financial assets

Initial recognition and measurement

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

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

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

Subsequent measurement

Investments in debt instruments

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

Amortised cost

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

De-recognition

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.12 *Financial instruments (cont'd)*

(b) Financial liabilities

Initial recognition and measurement

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

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

Subsequent measurement

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

De-recognition

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

2.13 *Impairment of financial assets*

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

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

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.13 Impairment of financial assets (cont'd)

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

2.14 Cash and cash equivalents

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

2.15 Inventories

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

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

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

2.16 Provisions

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

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.17 Government grants

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

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, the fair value is recognised as deferred income on the statement of financial position and is recognised as income in equal amounts over the expected useful life of the related asset.

2.18 Borrowing costs

All borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss in the period in which they are incurred.

2.19 Employee benefits

(a) Defined contribution plans

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

(b) Employee leave entitlement

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

2.20 Leases

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

As lessee

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.20 Leases (cont'd)

Right-of-use assets

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

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

Lease liabilities

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

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

Short-term leases and leases of low-value assets

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.21 Revenue

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

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

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

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

(b) Interest income

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

2.22 Taxes

(a) Current income tax

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

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

(b) Deferred tax

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.22 Taxes (cont'd)

(b) Deferred tax (cont'd)

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

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

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

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

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

(c) Sales tax

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

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

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

2.23 Share capital and share issue expenses

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

2.24 Contingencies

A contingent liability is:

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

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

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

3. Significant accounting estimates and judgements

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

Key sources of estimation uncertainty

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

3. Significant accounting estimates and judgements (cont'd)

Impairment of non-financial assets

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

4. Revenue

	Group	
	2021 \$'000	2020 \$'000
Segments		
Primary geographical markets		
Singapore	74,886	87,595
Australia	378	354
Malaysia	55	91
	<u>75,319</u>	<u>88,040</u>
Revenue streams		
Outlet sales	61,782	83,982
Non-outlet sales	13,537	4,058
	<u>75,319</u>	<u>88,040</u>
Timing of transfer of goods		
At a point in time	<u>75,319</u>	<u>88,040</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

5. Other income

	Group	
	2021	2020
	\$'000	\$'000
Insurance compensation	85	17
Royalty and Franchise income	-	50
Sale of scrap oil	178	168
Government grants		
- Special Employment and Temporary Employment Credit ^(a)	218	220
- Wage Credit Scheme ^(b)	235	208
- Job Support Scheme ^(c)	4,757	-
- Property tax rebate ^(d)	746	40
- Others	482	-
Gain on disposal of property, plant and equipment	185	10
Gain on lease modification	17	-
Sundry income	423	479
	7,326	1,192

^(a) The Special Employment Credit (“SEC”) was introduced as a budget initiative in the financial year 2011 and was further enhanced in financial year 2012 to cover a wider range of employees and enabling more employers to benefit from the Scheme. The enhanced Scheme is for 5 years but it was extended for three years from 1 January 2017 to 31 December 2019. During Budget 2019, the Minister of Finance for Singapore announced a further 1 year extension from 31 December 2019 to 31 December 2020. Under the extended SEC, for each Singaporean employee who is aged 55 and above and who earns up to \$4,000 per month, the Company will receive up to 8% Special Employment Credit based on that employee’s salary and employee’s age. The Scheme has 2 pay-outs in March and September.

^(b) The Wage Credit Scheme (“WCS”) was introduced as a budget initiative in 2013 to help businesses which may face rising wage costs in a tight labour market. The Government will co-fund 40% of wage increases to Singaporean employees earning a gross monthly wage of \$4,000 for the financial year 2013 to 2015 and 20% co-funding in the financial years of 2016 and 2017. During Budget 2018, the WCS was further extended to 2020. The co-funding ratio is 15% in 2019 and subsequently step down to 10% in 2020. In Budget 2021, the Scheme was further extended by one year to 31 December 2021, with the government co-funding ratio remaining at 15% and the qualifying gross wage ceiling at \$5,000.

^(c) The Job Support Scheme (“JSS”) was introduced in the Budget 2020 and enhanced subsequently in the four supplementary budgets to provide wage support to employers to help them retain their local employees during the period of economic uncertainty. Under the JSS, the Government co-funds the first \$4,600 of gross monthly wages (include employee CPF contributions but exclude employer CPF contributions) paid to each local employee. In the Budget Statement for the financial year 2021, the JSS was further extended for firms in Tier 1 and 2 sectors by up to six-months, covering wages paid up to September 2021.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

5. Other income (cont'd)

^(d) The property tax rebate was introduced in the Resilience Budget. Owners of qualifying non-residential properties ("qualifying properties") are granted a property tax rebate of up to 100% on their property tax payable from 1 January 2020 to 31 December 2020. Owners of qualifying properties are required to unconditionally and fully pass on their tenants the property tax rebate that is attributable to the rented property based on the period it was rented out.

6. Finance costs

	Group	
	2021 \$'000	2020 \$'000
Interest expense:		
Leases interest	555	676
Finance lease liabilities	25	33
Bank loans	102	249
	682	958

7. Other expenses

	Group	
	2021 \$'000	2020 \$'000
Amortisation of intangible assets (Note 12)	31	70
Depreciation of property, plant and equipment - admin	1,219	1,260
Impairment loss on property, plant and equipment (Note 11)	113	271
Depreciation of right-of-use assets- admin	9	9
Impairment loss on right-of-use assets (Note 29)	499	136
(Gain)/loss on foreign exchange, net	(154)	172
Property, plant and equipment written off (Note 11)	2	196
Impairment loss on amount due from an associate (Note 16)	86	229
Impairment loss on amount due from joint venture (Note 16)	148	1,350
Impairment loss on trade and other receivables (Note 19)	-	4
Loss on disposal of investment in unquoted shares	-	74
	1,953	3,771

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

8. Profit before tax

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

	Group	
	2021	2020
	\$'000	\$'000
Depreciation of property, plant and equipment (Note 11)	4,802	5,373
Depreciation of right-of-use assets (Note 29)	10,717	9,852
Inventories recognised as an expense in cost of sales (Note 18)	21,800	26,977
Employee benefits expense (including Directors):		
- Salaries and bonuses	22,468	22,676
- Central Provident Fund	2,551	3,312
Non-audit fees paid to:		
- Auditor of the Group	29	19
Audit fees paid to:		
- Auditor of the Group	100	99
- Other auditors	41	26
Operating lease expenses (Note 29(b))*	(997)	4,117
Staff training and benefits	320	353
Utilities expenses	1,717	2,099
Packaging material expenses	1,617	1,616

* In 2021, included in the operating lease expense was a total of \$3,370,000 for the rental concession received in relation to the Covid-19 related rent concession.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

9. Income tax expense

(a) Major components of income tax expense

The major components of tax expense for the years ended 31 March 2021 and 31 March 2020 are as follows:

	Group	
	2021	2020
	\$'000	\$'000
Current income tax:		
- Current income taxation	1,517	1,012
- Under/(over) provision in respect of previous years	67	(40)
	<u>1,584</u>	<u>972</u>
Deferred income tax:		
- Origination and reversal of temporary differences	(343)	(105)
	<u>(343)</u>	<u>(105)</u>
Income tax expense recognised in profit or loss	<u>1,241</u>	<u>867</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

9. Income tax expense (cont'd)

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

A reconciliation between tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 March 2021 and 31 March 2020 is as follows:

	Group	
	2021 \$'000	2020 \$'000
Profit before tax	9,977	1,716
Tax at the domestic rates applicable to profits in the countries where the Group operates:	1,580	202
Adjustments:		
Non-deductible expenses	517	814
Income not subject to taxation	(888)	(74)
Effect of partial tax exemption and tax relief	(35)	(35)
Under/(over) provision in respect of previous years	67	(40)
Income tax expense recognised in profit or loss	1,241	867

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

Unrecognised tax losses

At the end of the reporting period, the Group has tax losses of approximately \$1,913,000 (2020: \$1,913,000) that are available for offset against future taxable profits of the companies in which the losses arose, for which no deferred tax asset is recognised due to uncertainty of its recoverability. The carried forward tax losses will only be available for a period of 7 consecutive years for our Malaysia operations. Upon expiry of the 7 years, the unutilised tax losses will be disregarded.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

10. Earnings per share

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

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

The following table reflects the profit and share data used in the computation of basic and diluted earnings per share for the years ended 31 March 2021 and 31 March 2020:

	Group	
	2021	2020
	\$'000	\$'000
Profit for the year attributable to owners of the Company used in computation of basic and diluted earnings per share	8,736	849
	Group	
	2021	2020
	No. of Shares	No. of shares
Weighted average number of ordinary shares for basic earnings per share	121,374,700	121,374,700
Weighted average number of ordinary shares for diluted earnings per share	121,374,700	121,374,700

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

11. Property, plant and equipment

Group	Freehold land \$'000	Buildings \$'000	Machinery and equipment \$'000	Motor vehicles \$'000	Renovation \$'000	Electrical fittings \$'000	Furniture \$'000	Computers \$'000	Total \$'000
Cost or deemed cost:									
At 1 April 2019	897	11,909	16,768	3,807	12,142	4,581	3,906	2,152	56,162
Additions	-	-	578	393	1,008	207	301	65	2,552
Disposals	-	-	(2)	(56)	-	-	-	-	(58)
Written off	-	-	(259)	-	(1,042)	(282)	(210)	(29)	(1,822)
Exchange differences	(2)	(2)	(6)	-	(3)	(1)	-	-	(14)
At 31 March 2020 and 1 April 2020	895	11,907	17,079	4,144	12,105	4,505	3,997	2,188	56,820
Additions	-	-	282	362	339	85	156	275	1,499
Disposals	-	(500)	-	(426)	-	-	-	(435)	(1,361)
Written off	-	-	(550)	-	(483)	(145)	(180)	(2)	(1,360)
Exchange differences	(19)	(12)	(6)	-	3	-	-	-	(34)
At 31 March 2021	876	11,395	16,805	4,080	11,964	4,445	3,973	2,026	55,564
Accumulated depreciation									
At 1 April 2019	-	664	9,894	2,214	8,383	2,184	2,748	1,622	27,709
Depreciation charge for the year	-	353	1,492	527	1,758	519	488	236	5,373
Disposals	-	-	-	(56)	-	-	-	-	(56)
Impairment loss	-	-	20	-	186	51	12	2	271
Written off	-	-	(217)	-	(945)	(266)	(170)	(28)	(1,626)
At 31 March 2020 and 1 April 2020	-	1,017	11,189	2,685	9,382	2,488	3,078	1,832	31,671
Depreciation charge for the year	-	345	1,354	559	1,440	489	428	187	4,802
Disposals	-	(184)	-	(370)	-	-	-	(421)	(975)
Impairment loss	-	-	17	-	56	12	27	1	113
Written off	-	-	(549)	-	(483)	(145)	(179)	(2)	(1,358)
At 31 March 2021	-	1,178	12,011	2,874	10,395	2,844	3,354	1,597	34,253
Net carrying amount:									
At 31 March 2020	895	10,890	5,890	1,459	2,723	2,017	919	356	25,149
At 31 March 2021	876	10,217	4,794	1,206	1,569	1,601	619	429	21,311

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

The cash outflow on acquisition of property, plant and equipment amounted to \$1,276,000 (2020: \$2,314,000). The addition includes the increase in the provision for reinstatement cost of \$81,000 (2020: \$154,000) and assets bought by means of finance lease.

Assets held under finance leases

During the year, the Group acquired motor vehicles with an aggregate cost of \$258,000 (2020: \$120,000) by means of partial finance leases. The net carrying amount of motor vehicles held under finance leases as at 31 March 2021 was \$846,000 (2020: \$936,000).

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

Assets pledged as security

In addition to assets held under finance leases, certain of the Group's freehold land and buildings with a carrying amount of \$11,093,000 (2020: \$11,429,000) are mortgaged to secure the Group's bank loans (Note 26) and banking facilities.

Buildings owned by the Group

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

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

Impairment testing

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

(a) Malaysia's manufacturing

The recoverable amount of these assets was based on its value in use ("VIU"), which was computed based on pre-tax discount rate of 13.92% (2020: 13.78%) and long-term growth rate of 2% (2020: 2%). Other key assumptions include budgeted revenue and budgeted cost. Based on the outcome of the impairment test, no impairment was recorded for the financial year ended 31 March 2021 and 2020.

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

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

Budgeted cost: Estimated budgeted cost is at approximately 71% (2020: 70%) of budgeted revenue, which is consistent with the Malaysia geographical segment's average gross margin for the respective years.

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

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

(b) Singapore's retail outlets

The recoverable amounts of the property, plant and equipment and right-of-use assets (Note 29) have been determined based on value-in-use calculations using the cash flow projections approved by management. The pre-tax discount rate applied to cash flow projection is 12.8% (2020:12.2%). During the year, the Group recognised an impairment loss on property, plant and equipment and right-of-use assets of \$113,000 (2020:\$271,000) and \$499,000 (2020:\$136,000) (Note 29) respectively. The impairment loss is recognised in 'Other expenses' in the Statement of Comprehensive Income.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

12. Intangible assets

Group	Club membership \$'000	Computer software licences \$'000	Total \$'000
Cost			
At 1 April 2019	175	635	810
Additions	–	28	28
At 31 March 2020 and 1 April 2020	175	663	838
Additions	–	–	–
At 31 March 2021	175	663	838
Accumulated amortisation			
At 1 April 2019	22	560	582
Amortisation during the year	7	63	70
At 31 March 2020 and 1 April 2020	29	623	652
Amortisation during the year	7	24	31
At 31 March 2021	36	647	683
Net carrying amount:			
At 31 March 2020	146	40	186
At 31 March 2021	139	16	155
Average remaining amortisation years			
- 31 March 2020	20	1	
- 31 March 2021	19	Less than 1	

Club membership

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

Amortisation expense

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

13. Investment in subsidiaries

	Company	
	2021 \$'000	2020 \$'000
Unquoted equity shares, at cost	5,640	5,640

Composition of the Group

The Group has the following investment in subsidiaries.

Name	Country of incorporation	Principal activities	Proportion (%) of ownership interest	
			2021	2020
<i>Held by the Company:</i>				
Ten & Han Trading Pte Ltd ⁽¹⁾	Singapore	Manufacture and distribution of food products, operation of retail food outlets and general trading	100	100
Old Chang Kee Australia Pty Ltd ⁽²⁾	Australia	Operation of retail food outlets	100	100
Old Chang Kee Manufacturing Sdn. Bhd. ⁽³⁾	Malaysia	Manufacture and distribution of food products	100	100

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

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

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

14. Investment in unquoted shares

	Group and Company	
	2021	2020
	\$'000	\$'000
<i>At fair value through profit or loss</i>		
- Equity instrument (unquoted)	-	-

The investment was disposed at \$160,000 after the Group has recognised loss on disposal of \$74,000 in 2020.

15. Investment in associates and joint venture

	Group		Company	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Investment in associates	34	34	34	34
Impairment losses for investment in associates	(34)	(34)	(34)	(34)
	-	-	-	-
Investment in joint venture	160	160	537	537
Impairment losses for investment in joint venture	-	-	(537)	(537)
Accumulated share of losses	(160)	(160)	-	-
	-	-	-	-
Total investment in associate and joint venture	-	-	-	-

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

Details of associates and joint venture are as follows:

Name	Country of incorporation	Principal activities	Proportion (%) of ownership interest	
			2021	2020
Old Chang Kee (M) Sdn Bhd ⁽¹⁾	Malaysia	Operating retail food outlets and general trading	40	40
Old Chang Kee (Thailand) Co. Ltd. ⁽²⁾	Thailand	Dormant	40	40
Old Chang Kee UK Limited ⁽³⁾	United Kingdom	Operating retail food outlets	60	60

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

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

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

Investment in associates

The Group has not recognised losses relating to certain associates where its share of losses exceeds the Group's interest in these associates. The Group's cumulative share of unrecognised losses at the balance sheet date was \$530,000 (2020: \$491,000) of which \$39,000 (2020: \$43,000) was the share of the current year's losses. The Group has no obligation in respect of these losses.

The Group's investment in associates are individually immaterial.

Investment in joint venture

The Group has not recognised losses relating to joint venture where its share of losses exceeds the Group's interest in the joint venture. The Group's cumulative share of unrecognised losses at the balance sheet date was \$945,000 (2020: \$811,000) of which \$134,000 (2020: \$434,000) was the share of the current year's losses. The Group has no obligation in respect of these losses.

In 2020, the management performed a review on the recoverable amount of the investment in joint venture. The recoverable amount was estimated based on value-in-use calculations derived from cash flow projection. Based on the assessment, the Company recognised an impairment of \$537,000 for the investment in the joint venture.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

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

	OCK UK	
	2021 \$'000	2020 \$'000
Revenue	670	1,057
Administrative expenses	-	(48)
Other operating expenses	(894)	(1,733)
Loss before tax	(224)	(723)
Income tax expense	-	-
Loss after tax, representing total comprehensive income	(224)	(723)

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

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Amount due from joint venture	1,498	1,350	1,209	1,099
Less: Allowance for impairment	(1,498)	(1,350)	(1,209)	(1,099)
Net carrying amount	-	-	-	-
<i>Movements in allowance account:</i>				
At the beginning of the financial year	(1,350)	-	(1,099)	-
Charge for the year	(148)	(1,350)	(110)	(1,099)
At the end of the financial year	(1,498)	(1,350)	(1,209)	(1,099)

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Amounts due from associates	1,359	1,274	1,032	996
Less: Allowance for impairment	(1,359)	(1,274)	(1,032)	(996)
Net carrying amount	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<i>Movements in allowance account:</i>				
At the beginning of the financial year	(1,274)	(1,045)	(996)	(976)
Charge for the year	(86)	(229)	(36)	(20)
At the end of the financial year	<u>(1,360)</u>	<u>(1,274)</u>	<u>(1,032)</u>	<u>(996)</u>

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

17. Deposits

	Group	
	2021 \$'000	2020 \$'000
Current	1,063	1,355
Non-current	2,517	2,358
	<u>3,580</u>	<u>3,713</u>

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

17. Deposits (cont'd)

Deposits are denominated in the following currencies:

	Group	
	2021	2020
	\$'000	\$'000
Singapore Dollars	3,536	3,669
Malaysian Ringgits	44	44
	<u>3,580</u>	<u>3,713</u>

18. Inventories

	Group	
	2021	2020
	\$'000	\$'000
<i>Balance sheet:</i>		
Raw materials and finished goods	918	1,155
Sundry consumables	128	130
Total inventories at lower of cost and net realisable value	<u>1,046</u>	<u>1,285</u>
<i>Consolidated statement of comprehensive income:</i>		
Inventories recognised as an expense in cost of sales (Note 8)	<u>21,800</u>	<u>26,977</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

19. Trade and other receivables

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Trade and other receivables (current):				
Trade receivables	278	427	-	-
Less: Allowance for impairment	(86)	(86)	-	-
Trade receivables (net)	192	341	-	-
Sundry receivables	498	197	-	131
Less: Allowance for impairment	(50)	(50)	-	-
Government grant receivables	652	2,250	6	28
Total trade and other receivables	1,292	2,738	6	159
Deposits (Note 17)	1,063	1,355	-	-
Other receivables (non-current):				
Deposits (Note 17)	2,517	2,358	-	-
Total trade and other receivables (current and non-current)	4,872	6,451	6	159
Add:				
Amounts due from subsidiaries (Note 20)	-	-	4,056	6,385
Cash and bank balances (Note 21)	25,190	11,749	9,494	3,866
Restricted cash (Note 22)	2,500	2,500	-	-
Less:				
Government grant receivables	(652)	(2,250)	(6)	(28)
Total financial assets carried at amortised cost	31,910	18,450	13,550	10,382

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

19. Trade and other receivables (cont'd)

Trade receivables

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

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

Other receivables

Included in the Group's other receivables and the Company's other receivables are the amounts of \$652,000 (2020: \$2,250,000) and \$6,000 (2020: \$28,000) of government grants to be received in relation to the Job Support Scheme announced in the Singapore 2020's Budget.

Expected credit losses

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

	Group	
	2021	2020
	\$'000	\$'000
Movement in allowance accounts:		
At 1 April	(136)	(132)
Charge for the year	-	(4)
At 31 March	<u>(136)</u>	<u>(136)</u>

20. Amounts due from subsidiaries

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

21. Cash and bank balances

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Cash on hand	76	80	-	-
Cash at banks	24,022	9,558	9,494	3,866
Short-term deposits	1,092	2,111	-	-
	<u>25,190</u>	<u>11,749</u>	<u>9,494</u>	<u>3,866</u>

Cash at banks earn interest at floating rates based on daily bank deposit rates. Short-term deposits are made for varying periods of between two to three months depending on the immediate cash requirements of the Group, and earn interest at the respective short-term deposit rates. The weighted average effective interest rate of short-term deposits and cash at banks is 0.16% (2020: 0.75%) per annum.

Cash and bank balances are denominated in the following currencies:

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Singapore Dollars	24,046	11,510	9,494	3,866
Malaysian Ringgit	1,090	191	-	-
Australian Dollars	54	48	-	-
	<u>25,190</u>	<u>11,749</u>	<u>9,494</u>	<u>3,866</u>

22. Restricted cash

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

23. Trade and other payables

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Trade payables	3,137	3,186	-	-
Accruals	4,561	2,239	3,459	845
Sundry creditors	131	310	93	33
Government grant	1,193	2,250	9	28
Contract liabilities	339	312	-	-
Trade and other payables	9,361	8,297	3,561	906
Add:				
- Other liabilities (Note 24)	147	182	-	-
- Bank loans (Note 26)	6,673	7,940	-	-
- Lease liabilities (Note 29(b))	20,648	19,768	-	-
- Finance lease liabilities (Note 27)	509	571	-	-
Less:				
GST payable	(584)	(570)	(88)	(30)
Contract liabilities	(339)	(312)	-	-
Government grants	(1,193)	(2,250)	(9)	(28)
Total financial liabilities carried at amortised cost	35,222	33,626	3,464	848

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

23. Trade and other payables (cont'd)

Trade payables are denominated in the following currencies:

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Singapore Dollars	2,557	2,585	-	-
Thai Baht	507	526	-	-
Euro	-	3	-	-
Australian Dollars	7	8	-	-
Malaysian Ringgit	66	64	-	-
	<u>3,137</u>	<u>3,186</u>	<u>-</u>	<u>-</u>

24. Other liabilities

	Group	
	2021 \$'000	2020 \$'000
Foreign staff deposits	<u>147</u>	<u>182</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

25. Provisions

	Provision for unconsumed leave (i)		Provision for reinstatement costs (ii)		Total	
	2021	2020	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Group						
At the beginning of the financial year	436	409	1,999	1,981	2,435	2,390
Provided during the year	509	560	81	154	590	714
Utilised during the year	(400)	(457)	(32)	(39)	(432)	(496)
Unused amounts reversed during the year	(66)	(76)	(23)	(95)	(89)	(171)
Exchange differences	-	-	2	(2)	2	(2)
At the end of the financial year	<u>479</u>	<u>436</u>	<u>2,027</u>	<u>1,999</u>	<u>2,506</u>	<u>2,435</u>
Company						
At the beginning of the financial year	47	44	-	-	47	44
Provided during the year	41	49	-	-	41	49
Utilised during the year	(12)	(16)	-	-	(12)	(16)
Unused amounts reversed during the year	(26)	(30)	-	-	(26)	(30)
	<u>50</u>	<u>47</u>	<u>-</u>	<u>-</u>	<u>50</u>	<u>47</u>

(i) Provision for unconsumed leave

Provision for unconsumed leave of the Group and the Company of \$479,000 (2020: \$436,000) and \$50,000 (2020: \$47,000) respectively is the estimated cost of employee entitlements to annual leave. The estimated liability for leave is recognised for services rendered by employees up to end of the reporting period.

(ii) Provision for reinstatement costs

Provision for reinstatement costs of \$2,027,000 (2020: \$1,999,000) is the estimated costs of restoring retail outlets to their original conditions, which are capitalised and included in the cost of fixed assets.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

26. Bank loans

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current	1,288	1,222	-	-
Non-current	5,385	6,718	-	-
	<u>6,673</u>	<u>7,940</u>	<u>-</u>	<u>-</u>

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Bank loans:				
Loan 1	200	288	-	-
Loan 2	6,473	7,652	-	-
	<u>6,673</u>	<u>7,940</u>	<u>-</u>	<u>-</u>

Loan 1: The loan bears interest rate at 1.5% per annum above the bank's prevailing cost of funds. This loan, denominated in Singapore Dollars, is secured by a first legal mortgage over certain of the Group's leasehold buildings (Note 11) and corporate guarantee provided by the Company. The loan is repayable over 120 monthly installments from February 2014 and a final installment on January 2024.

Loan 2: The loan bears interest rate at 1.00% per annum above the bank's prevailing cost of funds. This loan, denominated in Singapore Dollars, is secured by a first legal mortgage over certain of the Group's leasehold buildings (Note 11). The loan is repayable over 84 monthly installments from July 2019 and a final installment on June 2026.

	2020	Non-cash changes		2021
	\$'000	Cash flows \$'000	Other \$'000	\$'000
Bank loans				
- current	1,222	(1,267)	1,333	1,288
- non-current	6,718	-	(1,333)	5,385
	<u>7,940</u>	<u>(1,267)</u>	<u>-</u>	<u>6,673</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

26. Bank loans (cont'd)

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

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

27. Finance lease liabilities

Finance lease liabilities are secured by a charge over the leased assets (Note 11). The average discount rate implicit in the leases ranges from 3.15% to 5.03% (2020: 3.9% to 5.0%) per annum.

	2020	Cash flows	Non-cash changes	2021
	\$'000	\$'000	Acquisition	\$'000
			Other	
			\$'000	\$'000
Finance lease liabilities				
- current	170	(204)	7	200
- non-current	401	-	135	309
	<u>571</u>	<u>(204)</u>	<u>142</u>	<u>509</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

27. Finance lease liabilities (cont'd)

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

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

28. Deferred tax assets/ (liabilities)

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
At the beginning of the financial year	(1,151)	(1,256)	10	-
Origination and reversal of temporary differences	343	105	-	10
At the end of the financial year	<u>(808)</u>	<u>(1,151)</u>	<u>10</u>	<u>10</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Deferred taxation comprises:				
<i>Deferred tax liabilities:</i>				
Excess of net book value over tax base of plant and equipment and leases	(1,094)	(1,364)	-	-
	<u>(1,094)</u>	<u>(1,364)</u>	<u>-</u>	<u>-</u>
<i>Deferred tax assets:</i>				
Provisions	133	141	10	10
Leases	153	72	-	-
	<u>286</u>	<u>213</u>	<u>10</u>	<u>10</u>
Net deferred tax (liabilities)/assets	<u>(808)</u>	<u>(1,151)</u>	<u>10</u>	<u>10</u>
Presented in balance sheet as:				
Deferred tax assets	10	10	10	10
Deferred tax liabilities	<u>(818)</u>	<u>(1,161)</u>	<u>-</u>	<u>-</u>

29. Leases

Group as a lessee

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

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

29. Leases (cont'd)

Group as a lessee (cont'd)

(a) Right-of-use assets

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

Group	Factory \$'000	Outlet \$'000	Total \$'000
Cost			
As at 1 April 2019	1,625	19,009	20,634
Additions	22	8,680	8,702
Exchange difference	-	(7)	(7)
As at 31 March 2020 and 1 April 2020	1,647	27,682	29,329
Additions	-	12,275	12,275
Lease modification	-	(1,332)	(1,332)
Exchange difference	-	25	25
As at 31 March 2021	1,647	38,650	40,297
Accumulated depreciation			
As at 1 April 2019	-	-	-
Depreciation charge for the year	(47)	(9,805)	(9,852)
Impairment loss	-	(136)	(136)
Exchange difference	-	3	3
As at 31 March 2020 and 1 April 2020	(47)	(9,938)	(9,985)
Depreciation charge for the year	(47)	(10,670)	(10,717)
Lease modification	-	664	664
Impairment loss	-	(499)	(499)
Exchange difference	-	(11)	(11)
	(94)	(20,454)	(20,548)
As at 31 March 2020	1,600	17,744	19,344
As at 31 March 2021	1,553	18,196	19,749

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

29. Leases (cont'd)

Group as a lessee (cont'd)

(b) Lease liabilities

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

	Group	
	2021	2020
	\$'000	\$'000
As at 1 April	19,768	20,630
Additions	12,275	8,702
Accretion of interest	555	676
Payments	(11,278)	(10,240)
Written off	(685)	-
Exchange difference	13	-
As at 31 March	20,648	19,768
Current	9,636	9,837
Non-current	11,012	9,931
	20,648	19,768

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

29. Leases (cont'd)

Group as a lessee (cont'd)

(b) Lease liabilities (cont'd)

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

Group	2020	Net cashflow	Non cash change		2021
			Accretion of interest	Others*	
	\$'000	\$'000	\$'000	\$'000	\$'000
Lease liabilities					
- Current	9,837	(11,278)	555	10,522	9,636
- Non-current	9,931	-	-	1,081	11,012
	<u>19,768</u>	<u>(11,278)</u>	<u>555</u>	<u>11,603</u>	<u>20,648</u>
Group	2019	Net cashflow	Non cash change		2020
			Accretion of interest	Others*	
	\$'000	\$'000	\$'000	\$'000	\$'000
Lease liabilities					
- Current	7,165	(10,240)	676	12,236	9,837
- Non-current	13,465	-	-	(3,534)	9,931
	<u>20,630</u>	<u>(10,240)</u>	<u>676</u>	<u>8,702</u>	<u>19,768</u>

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

29. Leases (cont'd)

Group as a lessee (cont'd)

(b) Lease liabilities (cont'd)

The following are the amounts recognised in profit or loss:

	2021 \$'000	2020 \$'000
Group		
Depreciation expense of right-of-use assets	10,717	9,852
Interest expense on leases liabilities	555	676
Expense relating to short-term leases	604	1,870
Expense relating to leases of low-value assets	33	25
Expense relating to non-lease component	924	704
Variable lease payments	812	1,518
Rental concession from landlord	(3,370)	-
Total amount recognised in profit or loss	10,275	14,645

(c) Total cashflow

The Group had total cash outflows for leases of \$10,281,000 (2020: \$14,357,000) during the financial year which included the principal payment of \$10,723,000 (2020: \$9,564,000) and interest payment of \$555,000 (2020: \$676,000). The Group also had non-cash additions to right-of-use assets and lease liabilities of \$12,275,000 (2020: \$8,702,000) during the year. The future cash outflows relating to leases that have not yet commenced are disclosed in Note 32(b).

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

29. Leases (cont'd)

Group as a lessee (cont'd)

(d) Extension option

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

	Within 5 years	
	2021 \$'000	2020 \$'000
Extension options not reasonably certain to be exercised	6,087	7,612

30. Share capital

	Group and Company			
	2021		2020	
	No. of ordinary shares	\$'000	No. of ordinary shares	\$'000
At the beginning and end of the financial year	121,374,700	13,964	121,374,700	13,964

Ordinary shares issued and fully paid

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

31. Other reserves

Foreign currency translation reserve

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

32. Commitments and contingencies

(a) Capital commitments

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

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Capital commitments in respect of property, plant and equipment	144	296	-	-

(b) Operating lease commitments - as lessee

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

	Group		Company	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Not later than one year	299	657	-	-
Later than one year but not later than five years	395	852	-	-
Later than five years	-	14	-	-
	694	1,523	-	-

The minimal rental payables relate to leases not yet commenced to which the Group has committed.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

33. Related party transactions

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

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

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

	Group	
	2021	2020
	\$'000	\$'000
Rental expense paid to director-related company, related party and director	(129)	(136)
Advisory services fee and other professional fees paid to related party and director-related firm	(153)	(133)
<i>Compensation of key management personnel</i>		
Short-term employee benefits	5,685	2,973
Central Provident Fund contributions	53	58
Total compensation paid to key management personnel	5,738	3,031
<i>Comprise amounts paid to:</i>		
- Directors of the Company	5,499	2,793
- Other key management personnel	239	238
	5,738	3,031

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

34. Fair value of assets and liabilities

Assets and liabilities not measured at fair value

Cash and cash equivalents and other payables

The carrying amounts of these balances approximate their fair values due to the short-term nature of these balances.

Trade receivables and trade payables

The carrying amounts of these receivables and payables approximate their fair values as they are subject to normal trade credit terms.

Finance lease liabilities and bank borrowings

The carrying amounts of finance lease liabilities and bank borrowings approximate their fair values as they are subject to interest rates close to market rate of interests for similar arrangements with financial institutions.

35. Financial risk management objectives and policies

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

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

(a) Credit risk

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

(a) Credit risk (cont'd)

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

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

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

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

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

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

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

(a) Credit risk (cont'd)

Trade receivables

The Group provides for lifetime expected credit losses for all trade receivables using a provision matrix. The provision rates are determined based on the Group's historical observed default rates analysed in accordance to days past due by grouping of customers based on geographical region. The loss allowance provision as at 31 March 2021 is determined as follows, the expected credit losses below also incorporate forward-looking information such as forecast of economic conditions where the gross domestic product will deteriorate over the next year, leading to an increased number of defaults.

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

Singapore						
31 March 2021	Current	Less than 30 days	31 to 60 days	61 to 90 days	More than 90 days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Gross carrying amount	152	10	6	5	105	278
Loss allowance provision	-	-	-	-	(86)	(86)
31 March 2020	Current	Less than 30 days	31 to 60 days	61 to 90 days	More than 90 days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Gross carrying amount	206	37	52	30	102	427
Loss allowance provision	-	-	-	-	(86)	(86)

There is no loss allowance recognised for other geographical areas.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

(a) Credit risk (cont'd)

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

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

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

Exposure to credit risk

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

Credit risk concentration profile

- At the end of the reporting period, 100% (2020: 100%) of the Group's trade receivables were due from customers located in Singapore.
- At the end of the reporting period, approximately 95% (2020: 98%) of cash and bank balances were placed with financial institutions located in Singapore.

Financial assets that are neither past due nor impaired

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

(b) Liquidity risk

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

(b) Liquidity risk (cont'd)

The Group seeks to maintain sufficient liquid financial assets and stand-by credit facilities to manage its liquidity risks. As at 31 March 2021, the Group had total bank and finance lease facilities of \$21.0 million (2020: \$21.2 million) of which \$12.6 million (2020: \$12.7 million) were utilised and the balance of \$8.4 million (2020: \$8.5 million) remains unutilised.

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

Analysis of financial instruments by remaining contractual maturities

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

Group	Carrying amount \$'000	Contractual cash flows \$'000	1 year or less \$'000	1 to 5 years \$'000	Over 5 years \$'000
31 March 2021					
Financial assets:					
Trade and other receivables	640	640	640	-	-
Deposits	3,580	3,580	1,063	2,517	-
Cash and bank balances	25,190	25,190	25,190	-	-
Restricted cash	2,500	2,500	2,500	-	-
Total undiscounted financial assets	<u>31,910</u>	<u>31,910</u>	<u>29,393</u>	<u>2,517</u>	<u>-</u>
Financial liabilities:					
Trade and other payables	7,245	7,245	7,245	-	-
Other liabilities	147	147	147	-	-
Finance lease liabilities	509	545	219	326	-
Bank loan	6,673	6,901	1,367	5,215	319
Lease liabilities	20,648	22,492	10,041	9,929	2,522
Total undiscounted financial liabilities	<u>35,222</u>	<u>37,330</u>	<u>19,019</u>	<u>15,470</u>	<u>2,841</u>
Total net undiscounted financial liabilities	<u>(3,312)</u>	<u>(5,420)</u>	<u>10,374</u>	<u>(12,953)</u>	<u>(2,841)</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

(b) Liquidity risk (cont'd)

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

(b) Liquidity risk (cont'd)

Company	Carrying amount \$'000	Contractual cash flows \$'000	1 year or less \$'000	1 to 5 years \$'000	Over 5 years \$'000
31 March 2021					
Financial assets:					
Amounts due from subsidiaries	4,056	4,056	4,056	-	-
Cash and bank balances	9,494	9,494	9,494	-	-
Total undiscounted financial assets	<u>13,550</u>	<u>13,550</u>	<u>13,550</u>	<u>-</u>	<u>-</u>
Financial liabilities:					
Trade and other payables	3,464	3,464	3,464	-	-
Total undiscounted financial liabilities	<u>3,464</u>	<u>3,464</u>	<u>3,464</u>	<u>-</u>	<u>-</u>
Total net undiscounted financial assets	<u>10,086</u>	<u>10,086</u>	<u>10,086</u>	<u>-</u>	<u>-</u>
31 March 2020					
Financial assets:					
Trade and other receivables	131	131	131	-	-
Amounts due from subsidiaries	6,385	6,385	6,385	-	-
Cash and bank balances	3,866	3,866	3,866	-	-
Total undiscounted financial assets	<u>10,382</u>	<u>10,382</u>	<u>10,382</u>	<u>-</u>	<u>-</u>
Financial liabilities:					
Trade and other payables	876	876	876	-	-
Total undiscounted financial liabilities	<u>876</u>	<u>876</u>	<u>876</u>	<u>-</u>	<u>-</u>
Total net undiscounted financial assets	<u>9,506</u>	<u>9,506</u>	<u>9,506</u>	<u>-</u>	<u>-</u>

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

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

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group and Company obtain financing through bank loans and finance lease facilities. The Group's and Company's policy is to obtain the most favourable interest rates available without increasing its interest risk exposure. All the Group's financial assets and liabilities at floating rates are contractually repriced at intervals of less than 6 months (2020: less than 6 months) from the end of the reporting period.

Sensitivity analysis

At the end of the reporting period, if interest rates had been 100 (2020: 100) basis points lower/higher with all other variables held constant, the Group's profit would have been \$173,000 (2020: \$16,000) lower/higher, arising mainly as a result of lower/higher interest income/expense on floating rate bank loans and bank balances. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment, showing a significantly higher volatility as in prior years.

36. Capital management

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

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies, or processes during the financial year ended 31 March 2021 and 31 March 2020.

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

36. Capital management (cont'd)

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

	Note	Group	
		2021 \$'000	2020 \$'000
Net debt:			
Trade and other payables	23	9,316	8,297
Other liabilities	24	147	182
Provisions	25	2,506	2,435
Bank loans	26	6,673	7,940
Finance lease liabilities	27	509	571
Lease liabilities	29	20,648	19,768
Less: Cash and bank balances	21	(25,190)	(11,749)
Less: Restricted cash	22	(2,500)	(2,500)
		<u>12,109</u>	<u>24,944</u>
Capital:			
Equity attributable to the equity holders of the Company		<u>33,714</u>	<u>26,394</u>
Capital and net debt		<u>45,823</u>	<u>51,338</u>
Gearing ratio		<u>26%</u>	<u>49%</u>

37. Segment information

Operating segments

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

37. Segment information (cont'd)

Geographical segments

The following table presents revenue and results information regarding the Group's business segments for the financial year ended 31 March 2021 and 31 March 2020.

31 March 2021	Singapore \$'000	Australia \$'000	Malaysia \$'000	Elimination \$'000	Total \$'000
Revenue:					
Sales	75,007	378	2,064	(2,130)	75,319
Results:					
Segment results	26,083	(34)	605	(18)	26,636
Gain on disposal of property, plant and equipment	185	-	-	-	185
Depreciation of property, plant and equipment	(4,628)	(20)	(154)	-	(4,802)
Depreciation of right-of-use assets	(10,657)	(60)	-	-	(10,717)
Impairment loss on property, plant and equipment	(113)	-	-	-	(113)
Impairment loss on right-of-use assets	(499)	-	-	-	(499)
Amortisation	(30)	-	(1)	-	(31)
Interest expenses					
- Borrowings	(121)	-	(6)	-	(127)
- Leases	(551)	(4)	-	-	(555)
Profit/(loss) before tax and share of results of joint venture	9,669	(118)	444	(18)	9,977
Share of results of joint venture					-
Income tax expense					(1,241)
Profit for the year					8,736
Other segment information:					
Segment assets	72,764	154	2,984	(28)	75,874
Capital expenditure					
- Tangible assets	39,258	66	1,736	-	41,060
- Intangible assets	154	-	1	-	155

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

37. Segment information (cont'd)

Geographical segments (cont'd)

31 March 2020

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

Notes to the Financial Statements

For the Financial Year Ended 31 March 2021

38. Dividends

	Group and Company	
	2021	2020
	\$'000	\$'000
Declared and paid during the financial year:		
Dividends on ordinary shares:		
■ Interim exempt (one-tier) dividend for 2021: \$0.005 (2020: \$0.01) per share	607	1,214
■ Final exempt (one-tier) dividend for 2020: \$0.005 (2019: \$0.015) per share	607	1,820
	<u>1,214</u>	<u>3,034</u>
Proposed but not recognised as a liability as at 31 March 2021:		
Dividends on ordinary shares, subject to shareholders' approval at the Annual General Meeting:		
■ Final exempt (one-tier) dividend for 2021: \$0.01 (2020: \$0.005) per share	<u>1,214</u>	<u>607</u>

39. Subsequent event after balance sheet date

The Singapore Government announced the tightened community measures under Phase 2 (Heightened Alert) to be in place from 16 May 2021 until 13 June 2021 to minimise transmission of virus, following the surge of the unlinked Covid-19 community cases. With the tightened community measures, all dine-ins were disallowed and only takeaways were allowed. This is followed by Phase 3 (Heightened Alert) from 14 June 2021 onwards with gradual resumption of activities.

Certain shopping malls were also closed temporarily subsequent to year end, due to the transmission of the Covid-19 cases within the malls.

The Group is continuously formulating action plans in response to the disruptions resulting from the pandemic, in a bid to minimise the impact of weaker customer demand on our businesses. As the situation is evolving, the full effect of the pandemic remains uncertain and cannot be ascertained as at the date of this report.

40. Authorisation of financial statements

The financial statements for the financial year ended 31 March 2021 were authorised for issue in accordance with a resolution of the Directors on 28 June 2021.

Statistics of Shareholdings

As At 25 June 2021

Share Capital

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

Substantial Shareholders

(As recorded in the Register of Substantial Shareholders)

	Direct Interest		Deemed Interest	
	No. of Shares	%	No. of Shares	%
Han Keen Juan	71,136,000 ⁽¹⁾	58.61	8,892,000 ⁽²⁾	7.33
Goodview Properties Pte Ltd	14,564,000 ⁽³⁾	12.00	-	-
Far East Organization Centre Pte Ltd	-	-	14,564,000 ⁽⁴⁾	12.00
Estate of Ng Teng Fong	-	-	14,564,000 ⁽⁴⁾	12.00
Ng Chee Tat Philip	-	-	14,564,000 ⁽⁴⁾	12.00
Ng Chee Siong	-	-	14,564,000 ⁽⁴⁾	12.00
Lim Tao-E William	8,892,000	7.33	-	-
Ng Choi Hong	8,892,000	7.33	71,136,000 ⁽²⁾	58.61

Notes:

- (1) Han Keen Juan has a direct interest in 10,000,000 shares held in the name of Hong Leong Finance Nominees Pte Ltd.
- (2) Han Keen Juan and Ng Choi Hong are husband and wife. Each is deemed to be interested in the direct interest of the other, as each has authority (whether formal or informal, or express or implied) to dispose of, or to exercise control over the disposal of those shares held by the other.
- (3) Goodview Properties Pte Ltd's direct interest is based on its Form 3 disclosure in the Company's announcement on 9 June 2021.
- (4) Far East Organization Centre Pte Ltd, Estate of Ng Teng Fong (the "Estate"), Ng Chee Tat Philip and Ng Chee Siong are deemed to have an interest in the shares held by Goodview Properties Pte Ltd. The Estate has a controlling interest in Far East Organization Centre Pte. Ltd., which in turn has a controlling interest in Goodview Properties Pte Ltd. Ng Chee Tat Philip and Ng Chee Siong are Joint Executors and beneficiaries of the Estate and are therefore deemed to be interested in the 14,564,000 shares in which Goodview Properties Pte Ltd has an interest.

Statistics of Shareholdings

As At 25 June 2021

Public Float

Based on the information available and to the best knowledge of the Company as at 25 June 2021, approximately 14.67% of the issued ordinary shares of the Company was held by the public. Accordingly, the Company has complied with Rule 723 of the Listing Manual Section B: Rules of Catalyst of the Singapore Exchange Securities Trading Limited.

DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 -99	141	12.85	1,641	0.00
100 - 1,000	248	22.61	189,515	0.16
1,001 - 10,000	465	42.39	2,280,220	1.88
10,001 - 1,000,000	236	21.51	13,267,464	10.93
1,000,001 AND ABOVE	7	0.64	105,635,860	87.03
TOTAL	1,097	100.00	121,374,700	100.00

Statistics of Shareholdings

As At 25 June 2021

TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	HAN KEEN JUAN	61,136,000	50.37
2	GOODVIEW PROPERTIES PTE LTD	14,198,000	11.70
3	HONG LEONG FINANCE NOMINEES PTE LTD	10,000,000	8.24
4	LIM TAO-E WILLIAM	8,892,000	7.33
5	NG CHOI HONG	8,892,000	7.33
6	CHEW THYE CHUAN OR TAN SEW MAI	1,360,000	1.12
7	DBS NOMINEES (PRIVATE) LIMITED	1,157,860	0.95
8	CYL INVESTMENETS LIMITED	921,500	0.76
9	CHAN WENT CHIH MATTHEW (CHEN RONGZHI MATTHEW)	748,100	0.62
10	CITIBANK NOMINEES SINGAPORE PTE LTD	637,200	0.52
11	MAYBANK KIM ENG SECURITIES PTE LTD	491,608	0.41
12	JAMES ALVIN LOW YIEW HOCK	410,000	0.34
13	RAFFLES NOMINEES (PTE.) LIMITED	401,000	0.33
14	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	381,900	0.31
15	CGS-CIMB SECURITIES (SINGAPORE) PTE. LTD.	348,400	0.29
16	NG CHEE WENT	301,100	0.25
17	SEAH WEE LIUM (XIE WEINIAN)	260,000	0.21
18	ONG CHING PING MRS CHING PING COATES	252,500	0.21
19	CHEE FONG FONG	209,600	0.17
20	TAN SZE HONG	208,000	0.17
	TOTAL	111,206,768	91.63

Notice of Annual General Meeting

OLD CHANG KEE LTD.

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

NOTICE IS HEREBY GIVEN that the annual general meeting (“AGM”) of Old Chang Kee Ltd. (the “Company”) will be held by way of electronic means on Wednesday, 28 July 2021 at 2.00 p.m. to transact the following businesses:

As Ordinary Business

1. To receive and adopt the Directors’ Statement and Audited Financial Statements of the Company for the financial year ended 31 March 2021 together with the Auditors’ Report thereon. **(Resolution 1)**
2. To declare a final tax-exempt (one-tier) dividend of 1.0 Singapore cent per ordinary share for the financial year ended 31 March 2021 (FY2020: 0.5 Singapore cents per ordinary share). **[See Explanatory Note (i)]
(Resolution 2)**
3. To approve the payment of Directors’ fees of S\$164,000 for the financial year ending 31 March 2022, payable quarterly in arrears (FY2021: S\$164,000). **[See Explanatory Note (ii)]
(Resolution 3)**
4. To re-elect Ms Chow Hui Shien, a Director retiring under Regulation 95 of the Constitution of the Company. **[See Explanatory Note (iii)]
(Resolution 4)**
5. To re-elect Ms Audrey Yap Su Ming, a Director retiring under Regulation 95 of the Constitution of the Company. **[See Explanatory Note (iv)]
(Resolution 5)**
6. To re-appoint Ernst & Young LLP as Auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 6)**
7. To transact any other ordinary business that may properly be transacted at an annual general meeting.

Notice of Annual General Meeting

As Special Business

ORDINARY RESOLUTION: PROPOSED RENEWAL OF SHARE BUY-BACK MANDATE

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

8. That:

- (a) for the purposes of the Companies Act (Chapter 50) of Singapore (the “**Act**”), the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire the ordinary shares in the capital of the Company (“**Shares**”) not exceeding in aggregate the Prescribed Limit (as hereafter defined), at such price(s) as may be determined by the Directors of the Company from time to time up to the Maximum Price (as hereafter defined), whether by way of:
 - (i) market purchases (each a “**Market Purchase**”), transacted through the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) or, as the case may be, any other securities exchange on which the Shares may for the time being be listed and quoted, through one or more duly licensed stockbrokers appointed by the Company for the purpose; and/or
 - (ii) off-market purchases (each an “**Off-Market Purchase**”) (if effected otherwise than on an approved exchange in Singapore or any securities exchange outside Singapore) in accordance with an equal access scheme as defined in Section 76C of the Act as may be determined or formulated by the Directors of the Company as they may consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Act and the Catalist Rules and otherwise in accordance with all other listing rules and regulations of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the “**Share Buy-back Mandate**”);
- (b) unless varied or revoked by an ordinary resolution of shareholders of the Company in general meeting, the authority conferred on the Directors of the Company pursuant to the Share Buy-back Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the passing of this Resolution 7 and expiring on the earlier of:
 - (i) the date on which the next annual general meeting of the Company is held or required by law to be held; or
 - (ii) the date on which the Share Buy-back(s) are carried out to the full extent mandated; or
 - (iii) the date on which the authority contained in the Share Buy-back Mandate is varied or revoked by an ordinary resolution of shareholders of the Company in general meeting;

Notice of Annual General Meeting

(c) in this Resolution 7:

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

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

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

“Prescribed Limit” means 10% of the total number of issued ordinary shares of the Company as at the date of passing of this Resolution 7 unless the Company has effected a reduction of the share capital of the Company in accordance with the applicable provisions of the Act, at any time during the Relevant Period (as hereinafter defined), in which event the total number of ordinary shares of the Company shall be taken to be the total number of ordinary shares of the Company as altered. Shares which are held by the Company as treasury shares and subsidiary holdings will be disregarded for the purposes of calculating this 10% limit;

“Relevant Period” means the period commencing from the date on which this Resolution 7 in relation to the renewal of the Share Buy-back Mandate is passed and expiring on the earliest of (i) the date on which the next annual general meeting is held or is required by law to be held; (ii) the date on which the Share Buy-backs are carried out to the full extent mandated; or (iii) the date the Share Buy-back Mandate is revoked or varied by the Company in a general meeting, after this Resolution 7 is passed; and

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

(d) the Directors of the Company and each of them be and are hereby authorised and empowered to complete and do all such acts and things (including executing such documents as may be required) as they may consider desirable, expedient or necessary in the interest of the Company in connection with or for the purposes of giving full effect to the Share Buy-back Mandate. **[See Explanatory Note (v)]**
(Resolution 7)

Notice of Annual General Meeting

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

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

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

Adjustments in accordance with (ii)(A) and (ii)(B) above are only to be made in respect of new Shares arising from convertible securities, Share options or Share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution 8.

Notice of Annual General Meeting

- (iii) in exercising the authority conferred by this Resolution 8, the Company shall comply with the requirements imposed by the SGX-ST from time to time and the provisions of the Catalist Rules for the time being in force and (in each case, unless such compliance has been waived by the SGX-ST) all applicable legal requirements under the Act and the Constitution for the time being of the Company; and
 - (iv) (unless revoked or varied by the Company in general meeting) the authority conferred by this Resolution 8 shall continue in force until the conclusion of the next annual general meeting of the Company or the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier; and
- (c) in this Resolution 8, “**subsidiary holdings**” has the meaning given to it in the Catalist Rules. **[See Explanatory Note (vi)]**
(Resolution 8)

By Order of the Board

Adrian Chan Pengee
Company Secretary
Singapore

6 July 2021

Explanatory Notes:

- (i) The proposed final tax-exempt (one-tier) dividend of 1.0 Singapore cent per ordinary share comprises an ordinary dividend of 1.0 Singapore cents per ordinary share for the financial year ended 31 March 2021.
- (ii) Directors’ fees are for the forthcoming financial year from 1 April 2021 to 31 March 2022, payable quarterly in arrears.
- (iii) Ms Chow Hui Shien will, upon re-election as a Director of the Company, remain as an Executive Director and Deputy CEO of the Company. Ms Chow Hui Shien is the niece of Mr Han Keen Juan, the Executive Chairman and controlling shareholder of the Company and Mdm Ng Choi Hong, a deemed controlling shareholder of the Company and the cousin of Mr Lim Tao-E William, an Executive Director and the Chief Executive Officer of the Company. Save for the aforementioned, Ms Chow Hui Shien does not have any relationships including immediate family relationships between herself and the Directors, the Company and its substantial shareholders. Further information on Ms Chow Hui Shien can be found under the sections entitled “Board of Directors” and “Corporate Governance” of the Annual Report 2021.
- (iv) Ms Audrey Yap Su Ming will, upon re-election as a Director of the Company, remain as an Independent Director, Chairman of the Nominating Committee and a member of the Audit Committee and Remuneration Committee. The Board considers Ms Audrey Yap Su Ming to be independent for the purpose of Rule 704(7) of the Catalist Rules. Ms Audrey Yap Su Ming does not have any relationships including immediate family relationships between herself and the Directors, the Company and its substantial shareholders. Further information on Ms Audrey Yap Su Ming can be found under the sections entitled “Board of Directors” and “Corporate Governance” of the Annual Report 2021. Ms Audrey Yap Su Ming has abstained from making any recommendations in respect of her re-nomination as Director.

Notice of Annual General Meeting

- (v) The ordinary resolution proposed in item 8 above relates to the renewal of a mandate approved by shareholders of the Company at the annual general meeting of the Company held on 29 September 2020, and if passed, will empower the Directors of the Company, from the date of the above AGM until the date of the next annual general meeting to be held or is required by law to be held or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to make purchases (whether by way of Market Purchases or Off-Market Purchases on an equal access scheme) from time to time of up to 10% of the total number of ordinary shares (excluding treasury shares and subsidiary holdings) of the Company at prices up to but not exceeding the Maximum Price. The rationale for the Share Buy-back Mandate, the authority and limitation on the purchase or acquisition of Shares under the Share Buy-back Mandate, the source of funds to be used for the purchase or acquisition including the amount of financing, and the financial effects of the purchase or acquisition of Shares by the Company pursuant to the Share Buy-back Mandate are set out in greater detail in the Addendum accompanying the Annual Report 2021.
- (vi) The ordinary resolution proposed in item 9 above, if passed, will authorise and empower the Directors of the Company from the date of the above AGM until the next annual general meeting to be held or is required by law to be held or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to allot and issue up to 100% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) (including Shares to be issued in pursuance of any Instrument made or granted while this Resolution 8 was in force), of which the aggregate number of Shares to be issued other than on a pro-rata basis to shareholders of the Company (including Shares to be issued in pursuance of any Instrument made or granted while this Resolution 8 was in force) does not exceed 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, without seeking any further approval from shareholders in general meeting but within the limitation imposed by Resolution 8, for such purposes as the Directors may consider to be in the interests of the Company.

Notes:

- (1) The annual general meeting of the Company (the “**AGM**”) is being convened, and will be held, by way of electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020, and as amended by COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) (Amendment No. 2) Order 2020. This Notice of AGM and the accompanying proxy form for the AGM will also be published electronically on (i) SGXNet at <https://www.sgx.com/securities/company-announcements>; and (ii) the Company's corporate website at <https://www.oldchangkee.com/>.
- (2) Due to the current COVID-19 restriction orders in Singapore, a shareholder of the Company (“**Shareholder**”) will not be able to attend the AGM in person. Shareholders may watch the AGM proceedings through a live webcast using their computers, tablets or mobile phones or listen to the AGM proceedings using their mobile phones. The live webcast can be accessed through an online platform that will be provided to registered and authenticated Shareholders by 12 p.m. on 23 July 2021, and the audio-only means can be accessed through a telephone number that will be provided to registered and authenticated Shareholders by 12 p.m. on 23 July 2021.

To access the live webcast and the audio-only means, Shareholders need to register by no later than by 2:00 p.m. on 21 July 2021 (“**Registration Deadline**”) to enable the Company to verify their status. Following verification, authenticated Shareholders will receive an email by 12.00 p.m. on 23 July 2021, containing the link and the telephone number through which the live webcast and the audio-only means can be accessed, and the login details and credentials, and will be able to access the “live” audio-visual webcast or “live” audio-only stream of the AGM proceedings. Shareholders **must not** forward the unique link to other persons who are not Shareholders and who are not entitled to attend the AGM. This is also to avoid any technical disruptions or overload to the “live” webcast and “live” audio-only stream.

Notice of Annual General Meeting

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

<https://bit.ly/OCK2021AGM>

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

Shareholders who registered by the Registration Deadline but do not receive an email response by 12:00 p.m. on 23 July 2021 may contact our Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., from Monday to Friday, 9 am to 5 pm or AGM.TeamE@boardroomlimited.com with the following details included: (1) the full name of the Shareholder; and (2) his/her/its identification/registration number.

- (3) The alternative arrangements for the AGM relating to, amongst others, attendance at the AGM via electronic means (including arrangements by which the AGM can be electronically accessed via “live” audio-visual webcast (“**LIVE WEBCAST**”) or “live” audio-only stream (“**LIVE AUDIO STREAM**”)), submission of questions in advance of the AGM, addressing of substantial and relevant questions before the AGM and voting by appointing the Chairman of the AGM as proxy at the AGM, are set out in the accompanying Company’s announcement dated 6 July 2021 (the “**Announcement**”), which has been published together with this Notice of AGM on SGXNet at <https://www.sgx.com/securities/company-announcements> on the same day. The Announcement may also be accessed on the Company’s corporate website at <https://www.oldchangkee.com/>. For the avoidance of doubt, the Announcement is circulated together with and forms part of this Notice of AGM in respect of the AGM.
- (4) If a 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 vote on his/her/its behalf at the AGM. Shareholders will not be able to vote online at the AGM.

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

CPF or SRS investors who wish to vote should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven (7) working days before the AGM (i.e. by 2:00 p.m. on 16 July 2021) in order to allow sufficient time for their respective CPF Agent Banks or SRS Operators to in turn submit a proxy form to appoint the Chairman of the AGM to vote on their behalf by the cut-off date.

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

in either case, by 2:00 p.m. on 25 July 2021 (being not less than seventy-two (72) hours before the time appointed for holding the AGM) (or at any adjournment thereof) and in default the instrument of proxy shall not be treated as valid.

Notice of Annual General Meeting

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

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

- (7) The instrument appointing the Chairman of the AGM as proxy must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing the Chairman of the AGM as proxy is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or duly authorised officer, failing which the instrument of proxy may be treated as invalid. Where an instrument appointing the Chairman of the AGM as proxy is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company), if the instrument appointing the Chairman of the AGM as proxy is submitted by post, be lodged with the instrument of proxy or, if the instrument appointing the Chairman of the AGM as proxy is submitted electronically via email, be emailed with the instrument of proxy, failing which the instrument may be treated as invalid.
- (8) A corporation which is a Shareholder may authorise by resolution of its director or other governing body, such person as it thinks fit to act as its representative at the AGM, in accordance with its constitution and Section 179 of the Companies Act, Chapter 50 of Singapore.
- (9) The Company shall be entitled to reject the instrument appointing the Chairman of the AGM as proxy if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing the Chairman of the AGM as proxy.
- (10) In the case of Shareholders whose shares are entered against their names in the Depository Register, the Company may reject any instrument appointing the Chairman of the AGM as proxy lodged or submitted if such Shareholders are not shown to have shares entered against their names in the Depository Register seventy-two (72) hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.
- (11) A Shareholder who wishes to raise any matters at the AGM must submit such matters or any questions related to the AGM either (i) via electronic means to the Company, through the Company's pre-registration website at the URL <https://bit.ly/OCK2021AGM> or (ii) by post lodged with the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 50 Raffles Place #32-01 Singapore Land Tower Singapore 048623 or (iii) by email to finance@oldchangkee.com. Shareholders are required to submit the matters they wish to be heard on and/or their questions no later than 2:00 p.m. on 21 July 2021.

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

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

Notice of Annual General Meeting

Please note that Shareholders will not be able to ask questions at the AGM and accordingly, it is important for Shareholders to submit their questions by the deadline of 21 July 2021, 2.00 p.m. The Company will endeavour to address all substantial and relevant questions relating to the agenda of the AGM received from the Shareholders before the deadline of 21 July 2021, 2.00 pm by publishing the responses on the SGXNet and the Company's website before the AGM. Minutes of the AGM will thereafter be published on SGXNet and the Company's website within one month after the date of the AGM.

- (12) The Annual Report 2021 (including the Addendum in relation to the renewal of the Share Buy-back Mandate) will also be published electronically on (i) SGXNet at <https://www.sgx.com/securities/company-announcements>; and (ii) the Company's corporate website at <https://www.oldchangkee.com/>.

Personal Data Privacy:-

By (a) submitting an instrument appointing the Chairman of the AGM as proxy to attend, speak and vote at the AGM and/or any adjournment thereof, or (b) submitting details for the registration to observe the proceedings of the AGM via LIVE WEBCAST or LIVE AUDIO STREAM, or (c) submitting any question prior to the AGM in accordance with this Notice, a 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, administration and analysis by the Company (or its agents or service providers) of the instruments 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 or LIVE AUDIO STREAM to observe the proceedings of the AGM and providing them with any technical assistance where necessary;
- (iii) addressing substantial and relevant questions from 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 Shareholder (such as his name, his presence at the AGM and any questions he may raise or motions he propose/second) may be recorded by the Company for such purpose.

Addendum

ADDENDUM DATED 6 JULY 2021

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

This addendum (“**Addendum**”) is circulated to shareholders of Old Chang Kee Ltd. (the “**Company**”) together with the Company’s annual report for the financial year ended 31 March 2021 (the “**Annual Report**”). Its purpose is to provide shareholders with the relevant information relating to, and to seek shareholders’ approval for, the proposed renewal of the Share Buy-back Mandate (as defined hereinafter) to be tabled at the annual general meeting to be held on 28 July 2021 at 2.00 p.m. via electronic means (the “**AGM**”). Shareholders may refer to the announcement titled “Announcement relating to Annual General Meeting to be held on 28 July 2021” dated 6 July 2021 together with the Notice of AGM and proxy form on 6 July 2021 for details on the conduct of the AGM.

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

If you have sold or transferred all your ordinary shares in the capital of the Company, you should immediately forward this Addendum together with the Notice of AGM and the accompanying proxy form immediately to the purchaser or transferee or to the bank, stockbroker or other agent through whom the sale or transfer was effected for onward transmission to the purchaser or the transferee.

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

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



OLD CHANG KEE LTD.

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

ADDENDUM TO SHAREHOLDERS

in relation to

THE PROPOSED RENEWAL OF THE SHARE BUY-BACK MANDATE

Addendum

DEFINITIONS

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

“ACRA”	:	Accounting and Corporate Regulatory Authority
“AGM”	:	The annual general meeting of the Company to be held at 2.00 p.m. on 28 July 2021 via electronic means
“Addendum”	:	This addendum to the Annual Report dated 6 July 2021
“Annual Report”	:	The annual report of the Company for the financial year ended 31 March 2021
“Approval Date”	:	Has the meaning ascribed to it in Section 1.3.1 of this Addendum
“Associates”	:	Shall bear the meaning assigned to it by the Catalist Rules
“Board of Directors” or “Director(s)”	:	The board of directors of the Company as at the Latest Practicable Date
“CDP”	:	The Central Depository (Pte) Limited
“Catalist”	:	The sponsor-supervised listing platform of the SGX-ST
“Catalist Rules”	:	The SGX-ST Listing Manual Section B: Rules of Catalist, as may be amended, modified or supplemented from time to time
“cents”	:	Singapore cents
“Company”	:	Old Chang Kee Ltd.
“Companies Act”	:	The Companies Act, Chapter 50 of Singapore, as amended, modified or supplemented from time to time
“Constitution”	:	The Constitution of the Company

Addendum

“Controlling Shareholder”	:	A person who: <ul style="list-style-type: none">(a) holds directly or indirectly 15% or more of the nominal amount of all voting shares in the company; or(b) in fact exercises control over a company
“Council”	:	The Securities Industry Council
“EPS”	:	Earnings per Share
“Group”	:	The Company and its Subsidiaries
“Latest Practicable Date”	:	25 June 2021, being the latest practicable date prior to the printing of this Addendum
“Market Day”	:	A day on which the SGX-ST is open for trading in securities
“Market Purchase”	:	Has the meaning ascribed to it in Section 1.3.3 of this Addendum
“Maximum Price”	:	Has the meaning ascribed to it in Section 1.3.4 of this Addendum
“NTA”	:	Net tangible assets
“Off-Market Purchase”	:	Has the meaning ascribed to it in Section 1.3.3 of this Addendum
“Relevant Period”	:	The period commencing from the date on which the resolution in relation to the renewal of the Share Buy-back Mandate is passed and expiring on the earliest of (i) the date on which the next annual general meeting is held or is required by law to be held; (ii) the date on which the Share Buy-backs are carried out to the full extent mandated; or (iii) the date the Share Buy-back Mandate is revoked or varied by the Company in a general meeting, after the said resolution is passed
“SFA”	:	The Securities and Futures Act, Chapter 289 of Singapore, as amended, modified or supplemented from time to time
“SGX-ST”	:	Singapore Exchange Securities Trading Limited
“Share Buy-back(s)”	:	The buy-back(s) of Shares by the Company pursuant to the terms of the Share Buy-back Mandate

Addendum

“Share Buy-back Mandate”	:	The proposed mandate to enable the Company to purchase or otherwise acquire its Shares, the terms of which are set out in Section 1.3 of this Addendum
“Shareholders”	:	Persons who are registered as holders of the Shares except where the registered holder is CDP, in which case the term “Shareholders” shall in relation to such Shares mean the Depositors whose securities accounts with CDP are credited with the Shares
“Shares”	:	Ordinary shares in the capital of the Company
“Subsidiaries”	:	The subsidiaries of a company (as defined in Section 5 of the Companies Act) and “Subsidiary” shall be construed accordingly
“Substantial Shareholders”	:	A person who has an interest or interests in voting shares in the Company representing not less than 5% of all the voting shares in the Company
“Take-over Code”	:	The Singapore Code on Take-overs and Mergers
Currencies and others		
“S\$”	:	Singapore dollars
“%”	:	Per centum or percentage

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

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

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

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

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

Addendum

OLD CHANG KEE LTD.

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

LETTER TO SHAREHOLDERS

Board of Directors

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

Registered Office

2 Woodlands Terrace
Singapore 738427

6 July 2021

To: The Shareholders of Old Chang Kee Ltd.

Dear Shareholders,

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

1.1 Introduction

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

The Share Buy-back Mandate was renewed at the Company’s previous annual general meeting held by way of electronic means on 29 September 2020 and will expire on the date of the AGM. Accordingly, Shareholders’ approval is being sought for the renewal of the Share Buy-back Mandate at the AGM to be held on 28 July 2021.

Addendum

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

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

The Company has on 6 July 2021 issued a notice convening the AGM, and the proposed Resolution 7 in the notice of the AGM relates to the proposed renewal of the Share Buy-back Mandate.

The purpose of this Addendum is to provide Shareholders with information relating to the proposed renewal of the Share Buy-back Mandate to be tabled at the AGM to be held on 28 July 2021 at 2.00 p.m. via electronic means.

The SGX-ST assumes no responsibility for the accuracy of any of the statements made or opinions expressed in this Addendum.

1.2 Rationale

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

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

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

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

Addendum

1.3 Terms of the Share Buy-back Mandate

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

1.3.1 Maximum number of Shares

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

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

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

1.3.2 Duration of authority

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

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

The authority conferred by the Share Buy-Back Mandate to purchase or acquire Shares may be put to Shareholders for renewal at each subsequent annual general meeting or any other general meeting of the Company.

Addendum

1.3.3 Manner of purchase or acquisitions of Shares

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

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

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

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

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

- (a) the terms and conditions of the offer;
- (b) the period and procedures for acceptances;
- (c) the reasons for the proposed Share Buy-back;

Addendum

- (d) the consequences, if any, of Share Buy-backs by the Company that will arise under the Take-over Code or other applicable take-over rules;
- (e) whether the Share Buy-back, if made, could affect the listing of the Shares on the SGX-ST;
- (f) details of any Share Buy-back made by the Company in the previous 12 months (whether by way of Market Purchase or Off-Market Purchase), setting out the total number of Shares purchased or acquired, the purchase price per Share or the highest and lowest prices paid for the purchases or acquisitions, where relevant, and the total consideration paid for the purchases or acquisitions; and
- (g) whether the Shares purchased or acquired by the Company would be cancelled or kept as treasury shares.

1.3.4 Maximum Purchase Price

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

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

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

For the purposes of (b) above:-

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

Addendum

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

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

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

1.5 Treasury shares

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

1.5.1 Maximum holdings

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

1.5.2 Voting and other rights

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

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

Addendum

1.5.3 Disposal and cancellation

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

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

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

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

1.6 Sources of funds for Share Buy-back

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

Addendum

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

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

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

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

1.7 Financial effects of the Share Buy-back Mandate

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

Addendum

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

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

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

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

The financial effects on the Company and the Group, based on the audited financial statements of the Company and the Group for the financial year ended 31 March 2021, are based on the following principal assumptions:

- (a) the acquisition of Shares pursuant to the Share Buy-back Mandate had taken place on 1 April 2020 for the purpose of computing the financial effects on the EPS of the Group and the Company;
- (b) the maximum number of Shares that can be bought back without adversely affecting the 10% public float requirement under the Catalist Rules is 6,709,589;
- (c) the acquisition of Shares pursuant to the Share Buy-back Mandate took place on 31 March 2021 for the purpose of computing the financial effects on the shareholders' equity, NTA per share and gearing of the Group and the Company;
- (d) the acquisition of Shares are funded by the Company's internal cash resources; and
- (e) transaction costs incurred for the acquisition of Shares pursuant to the Share Buy-back Mandate are assumed to be insignificant and have been ignored for the purpose of computing the financial effects.

1.7.1 Purchase or acquisition out of capital or profits

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

Addendum

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

1.7.2 Information as at the Latest Practicable Date

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

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

1.7.3 Financial effects

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

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

based on the audited financial statements of the Group and the Company for the financial year ended 31 March 2021 are set out in the sections below.

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

Addendum

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

Market Purchase

For illustrative purposes only, in a Market Purchase, assuming that the Maximum Price is S\$0.77, which is 105% of the average of the closing market prices of the Shares over the last five (5) Market Days immediately preceding the Latest Practicable Date (being the date of the Market Purchase by the Company) on the Catalist, on which transactions in the Shares were recorded, and which is deemed to be adjusted in accordance with the Catalist Rules for any corporate action that occurs during the relevant 5-day period and the day on which the Market Purchase is made, the maximum amount of funds required for the purchase or acquisition of up to 6,302,922 Shares is S\$4,853,250. On this assumption, the impact of the Share Buy-back by the Company undertaken via Market Purchase in accordance with the proposed Share Buy-back Mandate on the Company's and the Group's audited financial statements for the financial year ended 31 March 2021 is as follows:

As at 31 March 2021	Company		Group	
	Before the Share Buy-back	After the Share Buy-back	Before the Share Buy-back	After the Share Buy-back
Shareholders' Equity (S\$'000)	15,580	10,727	33,714	28,861
NTA (S\$'000)	15,580	10,727	33,559	28,706
Current Assets (S\$'000)	13,581	8,728	32,132	27,279
Current Liabilities (S\$ '000)	3,651	3,651	24,636	24,636
Working Capital (S\$ '000)	9,930	5,077	7,496	2,643
Total Borrowings (S\$ '000)	-	-	7,182	7,182
Cash & Cash Equivalents (S\$ '000)	9,494	4,641	25,190	20,337
Net Profit (S\$ '000)	1,689	1,689	8,736	8,736
Number of Shares ('000) (excluding treasury shares)	121,375	115,072	121,375	115,072
Treasury shares ('000)	-	6,303	-	6,303
Financial Ratios				
NTA per Share ⁽¹⁾ (cents)	12.84	9.32	27.65	24.95
Basic EPS ⁽²⁾ (cents)	1.39	1.47	7.20	7.59
Debt Equity Ratio ⁽³⁾ (%)	-	-	21.3	24.9
Current Ratio ⁽⁴⁾ (times)	3.7	2.4	1.3	1.1

⁽¹⁾ NTA per Share has been computed based on NTA divided by the number of Shares (excluding treasury shares) in issue as at 31 March 2021.

⁽²⁾ Basic EPS has been computed based on FY2021 net profit attributable to Shareholders divided by the weighted average number of Shares in issue.

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

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

Addendum

Off-Market Purchase

For illustrative purposes only, in an Off-Market Purchase, assuming that the Maximum Price is S\$0.88, which is 120% of the average of the closing market prices of the Shares over the last five (5) Market Days immediately preceding the Latest Practicable Date (being the date on which the Company makes an announcement of the offer under the Off-Market Purchase scheme) on the Catalist, on which transactions in the Shares were recorded, the maximum amount of funds required for the purchase or acquisition of up to 6,302,922 Shares is S\$5,546,571. On this assumption, the impact of the Share Buy-back by the Company undertaken via Off-Market Purchase in accordance with the proposed Share Buy-back Mandate on the Company's and the Group's audited financial statements for the financial year ended 31 March 2021 is as follows:

As at 31 March 2021	Company		Group	
	Before the Share Buy-back	After the Share Buy-back	Before the Share Buy-back	After the Share Buy-back
Shareholders' Equity (S\$'000)	15,580	10,033	33,714	28,167
NTA (S\$'000)	15,580	10,033	33,559	28,012
Current Assets (S\$'000)	13,581	8,034	32,132	26,585
Current Liabilities (S\$ '000)	3,651	3,651	24,636	24,636
Working Capital (S\$ '000)	9,930	4,383	7,496	1,949
Total Borrowings (S\$ '000)	-	-	7,182	7,182
Cash & Cash Equivalents (S\$ '000)	9,494	3,947	25,190	19,643
Net Profit (S\$ '000)	1,689	1,689	8,736	8,736
Number of Shares ('000) (excluding treasury shares)	121,375	115,072	121,375	115,072
Treasury shares ('000)	-	6,303	-	6,303
Financial Ratios				
NTA per Share ⁽¹⁾ (cents)	12.84	8.72	27.65	24.34
Basic EPS ⁽²⁾ (cents)	1.39	1.47	7.20	7.59
Debt Equity Ratio ⁽³⁾ (%)	-	-	21.3	25.5
Current Ratio ⁽⁴⁾ (times)	3.7	2.2	1.3	1.1

⁽¹⁾ NTA per Share has been computed based on NTA divided by the number of Shares (excluding treasury shares) in issue as at 31 March 2021.

⁽²⁾ Basic EPS has been computed based on FY2021 net profit attributable to Shareholders divided by the weighted average number of Shares in issue.

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

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

Addendum

1.7.3.2 Purchases made entirely of capital and cancelled

Market Purchase

For illustrative purposes only, in a Market Purchase, assuming that the Maximum Price is S\$0.77, which is 105% of the average of the closing market prices of the Shares over the last five (5) Market Days immediately preceding the Latest Practicable Date (being the date of the Market Purchase by the Company) on the Catalist, on which transactions in the Shares were recorded, and which is deemed to be adjusted in accordance with the Catalist Rules for any corporate action that occurs during the relevant 5-day period and the day on which the Market Purchase is made, the maximum amount of funds required for the purchase or acquisition of up to 6,302,922 Shares is S\$4,853,250. On this assumption, the impact of the Share Buy-back by the Company undertaken via Market Purchase in accordance with the proposed Share Buy-back Mandate on the Company's and the Group's audited financial statements for the financial year ended 31 March 2021 is as follows:

As at 31 March 2021	Company		Group	
	Before the Share Buy-back	After the Share Buy-back	Before the Share Buy-back	After the Share Buy-back
Shareholders' Equity (S\$'000)	15,580	10,727	33,714	28,861
NTA (S\$'000)	15,580	10,727	33,559	28,706
Current Assets (S\$'000)	13,581	8,728	32,132	27,279
Current Liabilities (S\$ '000)	3,651	3,651	24,636	24,636
Working Capital (S\$ '000)	9,930	5,077	7,496	2,643
Total Borrowings (S\$ '000)	-	-	7,182	7,182
Cash & Cash Equivalents (S\$ '000)	9,494	4,641	25,190	20,337
Net Profit (S\$ '000)	1,689	1,689	8,736	8,736
Number of Shares ('000) (excluding treasury shares)	121,375	115,072	121,375	115,072
Financial Ratios				
NTA per Share ⁽¹⁾ (cents)	12.84	9.32	27.65	24.95
Basic EPS ⁽²⁾ (cents)	1.39	1.47	7.20	7.59
Debt Equity Ratio ⁽³⁾ (%)	-	-	21.3	24.9
Current Ratio ⁽⁴⁾ (times)	3.7	2.4	1.3	1.1

⁽¹⁾ NTA per Share has been computed based on NTA divided by the number of Shares (excluding treasury shares) in issue as at 31 March 2021.

⁽²⁾ Basic EPS has been computed based on FY2021 net profit attributable to Shareholders divided by the weighted average number of Shares in issue.

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

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

Addendum

Off-Market Purchase

For illustrative purposes only, in an Off-Market Purchase, assuming that the Maximum Price is S\$0.88, which is 120% of the average of the closing market prices of the Shares over the last five (5) Market Days immediately preceding the Latest Practicable Date (being the date on which the Company makes an announcement of the offer under the Off-Market Purchase scheme) on the Catalist, on which transactions in the Shares were recorded, the maximum amount of funds required for the purchase or acquisition of up to 6,302,922 Shares is S\$5,546,571. On this assumption, the impact of the Share Buy-back by the Company undertaken via Off-Market Purchase in accordance with the proposed Share Buy-back Mandate on the Company's and the Group's audited financial statements for the financial year ended 31 March 2021 is as follows:

As at 31 March 2021	Company		Group	
	Before the Share Buy-back	After the Share Buy-back	Before the Share Buy-back	After the Share Buy-back
Shareholders' Equity (S\$'000)	15,580	10,033	33,714	28,167
NTA (S\$'000)	15,580	10,033	33,559	28,012
Current Assets (S\$'000)	13,581	8,034	32,132	26,585
Current Liabilities (S\$ '000)	3,651	3,651	24,636	24,636
Working Capital (S\$ '000)	9,930	4,383	7,496	1,949
Total Borrowings (S\$ '000)	-	-	7,182	7,182
Cash & Cash Equivalents (S\$ '000)	9,494	3,947	25,190	19,643
Net Profit (S\$ '000)	1,689	1,689	8,736	8,736
Number of Shares ('000) (excluding treasury shares)	121,375	115,072	121,375	115,072
Financial Ratios				
NTA per Share ⁽¹⁾ (cents)	12.84	8.72	27.65	24.34
Basic EPS ⁽²⁾ (cents)	1.39	1.47	7.20	7.59
Debt Equity Ratio ⁽³⁾ (%)	-	-	21.3	25.5
Current Ratio ⁽⁴⁾ (times)	3.7	2.2	1.3	1.1

⁽¹⁾ NTA per Share has been computed based on NTA divided by the number of Shares (excluding treasury shares) in issue as at 31 March 2021.

⁽²⁾ Basic EPS has been computed based on FY2021 net profit attributable to Shareholders divided by the weighted average number of Shares in issue.

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

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

Addendum

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

Shareholders should note that the financial effects set out above are based on certain assumptions and are for illustrative purposes only. In particular, it is important to note that the above analysis is based on historical audited financial statements for the financial year ended 31 March 2021 and is not necessarily representative of future financial performance.

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

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

1.8 Tax Implications

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

1.9 Requirements under the Companies Act and Catalist Rules

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

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

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

Addendum

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

1.10 Listing Status

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

As at the Latest Practicable Date, there are 1,097 Shareholders and 17,810,100 Shares are in the hands of the public (as defined above), representing approximately 14.67% of the issued share capital of the Company. For illustrative purposes only, assuming the Company undertakes purchases or acquisitions of its Shares up to the full 10% limit pursuant to the Share Buy-back Mandate and all such Shares purchased or acquired are held by the public, the number of Shares in the hands of the public would be reduced by approximately 12,137,470 Shares, the resultant number of Shares held by public Shareholders would be reduced to 5,672,630, representing approximately 5.19% of the remaining issued Shares of the Company. Therefore in such a case and in order not to adversely affect the listing status of Shares on the SGX-ST, the Company will not be permitted to undertake purchases or acquisitions of its Shares to the full 10% limit pursuant to the Share Buy-back Mandate if it will result in the number of Shares held by public Shareholders falling below 10% of the remaining issued Shares of the Company. Accordingly, the Company is restricted to market purchases of up to 6,302,922 Shares which would result in the number of Shares in the hands of the public to be reduced to 11,507,178 Shares, representing 10% of the issued Shares of the Company.

1.11 Take-over Obligations

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

1.11.1 Obligation to make a take-over offer

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

Addendum

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

1.11.2 Persons acting in concert

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

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

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

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

Addendum

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

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

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

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

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

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

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

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

Addendum

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

	Before the Share Buy-back				After the Share Buy-back			
	Direct interest		Deemed interest		Direct interest		Deemed interest	
	No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽²⁾	No. of Shares	% ⁽²⁾
Directors								
Han Keen Juan ⁽⁴⁾	71,136,000 ⁽³⁾	58.61	8,892,000	7.33	71,136,000 ⁽³⁾	65.12	8,892,000	8.14
Lim Tao-E William	8,892,000	7.33	–	–	8,892,000	8.14	–	–
Chow Hui Shien	80,600	0.07	–	–	80,600	0.07	–	–
Substantial Shareholders								
Ng Choi Hong ⁽⁴⁾	8,892,000	7.33	71,136,000	58.61	8,892,000	8.14	71,136,000	65.12
Goodview Properties Pte Ltd ⁽⁵⁾	14,564,000	12.00	–	–	14,564,000	13.33	–	–
Far East Organization Centre Pte Ltd ⁽⁶⁾	–	–	14,564,000	12.00	–	–	14,564,000	13.33
Estate of Ng Teng Fong ⁽⁶⁾	–	–	14,564,000	12.00	–	–	14,564,000	13.33
Ng Chee Tat Philip ⁽⁶⁾	–	–	14,564,000	12.00	–	–	14,564,000	13.33
Ng Chee Siong ⁽⁶⁾	–	–	14,564,000	12.00	–	–	14,564,000	13.33

Notes:

- ⁽¹⁾ Percentages calculated based on 121,374,700 Shares in issue as at the Latest Practicable Date.
- ⁽²⁾ Percentages calculated based on 109,237,230 Shares, assuming the Company purchases or acquires the maximum allowed number of 10% of the Shares as at the Latest Practicable Date.
- ⁽³⁾ Han Keen Juan has a direct interest in 10,000,000 Shares held in the name of Hong Leong Finance Nominees Pte Ltd.
- ⁽⁴⁾ Han Keen Juan and Ng Choi Hong are husband and wife. Each is deemed to be interested in the direct interest of the other, as each has authority (whether formal or informal, or express or implied) to dispose of, or to exercise control over the disposal of those shares held by the other.
- ⁽⁵⁾ Goodview Properties Pte Ltd's direct interest is based on its Form 3 disclosure in the Company's announcement on 9 June 2021.

Addendum

⁽⁶⁾ Far East Organization Centre Pte Ltd, Estate of Ng Teng Fong (the “Estate”), Ng Chee Tat Philip and Ng Chee Siong are deemed to have an interest in the shares held by Goodview Properties Pte Ltd. The Estate has a controlling interest in Far East Organization Centre Pte. Ltd., which in turn has a controlling interest in Goodview Properties Pte Ltd. Ng Chee Tat Philip and Ng Chee Siong are Joint Executors and beneficiaries of the Estate and are therefore deemed to be interested in the 14,564,000 shares in which Goodview Properties Pte Ltd has an interest.

None of the Directors (other than through their respective shareholdings in the Company), as well as their respective Associates, has any interest, direct or indirect, in the Share Buy-Back Mandate.

1.12 Shares purchased by the Company

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

1.13 Limits on shareholdings

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

2. ACTION TO BE TAKEN BY SHAREHOLDERS

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

The proxy form must be submitted to the Company no later than 2.00 p.m. on 25 July 2021 (being not less than 72 hours before the time appointed for the AGM) through any one of the following means:

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

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

Addendum

CPF or SRS investors who wish to vote should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven (7) working days before the AGM (i.e. by 2:00 p.m. on 16 July 2021) in order to allow sufficient time for their respective CPF Agent Banks or SRS Operators to in turn submit a proxy form to appoint the Chairman of the AGM to vote on their behalf by the cut-off date.

In view of the current COVID-19 situation and the related safe distancing measures which may make it difficult for Shareholders to submit completed proxy forms by post, Shareholders are strongly encouraged to submit completed proxy forms electronically via email to the Company so as to reach the Company no later than 2.00 p.m. on 25 July 2021 (being not less than 72 hours before the time appointed for the AGM).

Shareholders are encouraged to refer to the Company's announcement titled "Announcement relating to Annual General Meeting to be held on 28 July 2021" dated 6 July 2021 for details on the conduct of the AGM and voting by appointing the AGM Chairman as proxy at the AGM, and to check the SGX website or the Company's website regularly for any updates on the AGM.

A Depositor shall not be regarded as a Shareholder of the Company, and the Company may reject any instrument appointing the AGM Chairman as proxy lodged, unless his name appears on the Depository Register maintained by CDP pursuant to Part IIIAA of the SFA at least seventy-two (72) hours before the time appointed for the AGM.

3. DIRECTORS' RECOMMENDATION

The Directors are of the opinion that the proposed renewal of the Share Buy-back Mandate is in the best interests of the Company. Accordingly, they recommend that Shareholders vote in favour of Ordinary Resolution 7 as set out in the notice of AGM dated 6 July 2021, being the ordinary resolution relating to the proposed renewal of the Share Buy-back Mandate.

4. DIRECTORS' RESPONSIBILITY STATEMENT

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

Addendum

5. DOCUMENTS FOR INSPECTION

Subject to the current COVID-19 restriction order in Singapore, a copy of the following documents may be inspected at the registered office of the Company at 2 Woodlands Terrace Singapore 738427, during normal business hours from the date of this Addendum up to and including the date of the AGM:

- (a) the Annual Report; and
- (b) the Constitution.

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

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

Lim Tao-E William
Executive Director and Chief Executive Officer



PROXY FORM
Old Chang Kee Ltd.
 Company Registration No. 200416190W
 (Incorporated in the Republic of Singapore)

IMPORTANT

- The annual general meeting of the Company (the "AGM") is being convened, and will be held, by way of electronic means pursuant to the COVID-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020.
- Alternative arrangements for the AGM relating to, amongst others, attendance at the AGM via electronic means, submission of questions in advance of the AGM, addressing of substantial and relevant questions on or before the AGM and voting by appointing the Chairman of the AGM as proxy at the AGM, are set out in the accompanying Company's announcement dated 6 July 2021 (the "Announcement"). The Announcement has been published on SGXNet at <https://www.sgx.com/securities/company-announcements> and the Company's corporate website at <https://www.oldchangkee.com/>.
- Due to the current COVID-19 restriction orders in Singapore, a shareholder of the Company, a shareholder of the AGM as his/her/its proxy will not be able to attend the AGM in person. A Shareholder (whether individual or corporate and including a Relevant Intermediary*) must appoint the Chairman of the AGM as his/her/its proxy to vote on his/her/its behalf at the AGM if such Shareholder wishes to exercise his/her/its voting rights at the AGM.
- This Proxy Form is not valid for use by CPF or SRS investors and shall be ineffective for all intents and purposes if used or purported to be used by them.
- CPF or SRS investors who wish to vote should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven (7) working days before the AGM (i.e. by 2.00 p.m. on 16 July 2021) in order to allow sufficient time for their respective CPF Agent Banks or SRS Operators to in turn submit a proxy form to appoint the Chairman of the AGM to vote on their behalf by the cut-off date.
- For investors who have used their CPF monies to buy Old Chang Kee Ltd.'s shares, the 2021 Annual Report is forwarded to them at the request of the CPF Approved Nominees and is sent solely FOR INFORMATION ONLY.
- By submitting an instrument appointing the Chairman of the AGM as his/her/its proxy, the Shareholder accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 6 July 2021.

* I/We, _____

of _____ being a *Shareholder/Shareholders of Old Chang Kee Ltd. (the "**Company**"), hereby appoint the Chairman of the annual general meeting of the Company (the "**AGM**") as *my/our proxy to vote for *me/us on *my/our behalf at the AGM to be held by way of electronic means on Wednesday, 28 July 2021 at 2.00 p.m. and at any adjournment thereof. *I/We direct *my/our proxy to vote for or against, or to abstain from voting on the Resolutions to be proposed at the AGM as indicated hereunder. If no specific direction as to voting is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the appointment of the Chairman of the AGM as *my/our proxy will be treated as invalid.

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

No.	Resolutions relating to:	For**	Against**	Abstain**
As Ordinary Business				
1	Adoption of Directors' Statement and Audited Financial Statements for the financial year ended 31 March 2021			
2	Payment of proposed final tax-exempt (one-tier) dividend of 1.0 Singapore cent per ordinary share in respect of the financial year ended 31 March 2021			
3	Approval of Directors' Fees amounting to S\$164,000 for the financial year ending 31 March 2022, payable quarterly in arrears			
4	Re-election of Ms Chow Hui Shien as Director of the Company			
5	Re-election of Ms Audrey Yap Su Ming as Director of the Company			
6	Re-appointment of Ernst & Young LLP as Auditors of the Company and authorising Directors to fix their remuneration			
As Special Business				
7	Authority to purchase shares pursuant to the Renewal of Share Buyback Mandate			
8	Authority to allot and issue shares pursuant to Section 161 of the Companies Act, Chapter 50 of Singapore			

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

Dated this _____ day of _____ 2021

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

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

* Delete where inapplicable

IMPORTANT: PLEASE READ NOTES OVERLEAF

Notes:

1. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 815F 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 Shareholders, 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 Shareholders, you should insert the aggregate number of shares entered against your name in the Depository Register and registered in your name in the Register of Shareholders. If no number is inserted, the instrument appointing a proxy or proxies shall be deemed to relate to all the shares held by you.
2. Due to the current COVID-19 restriction orders in Singapore, a Shareholder will not be able to attend the AGM in person. A Shareholder (whether individual or corporate and including a Relevant Intermediary*) must appoint the Chairman of the AGM as his/her/its proxy to vote on his/her/its behalf at the AGM if such Shareholder wishes to exercise his/her/its voting rights at the AGM.
In appointing the Chairman of the AGM as proxy, a Shareholder (whether individual or corporate and including a Relevant Intermediary*) must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the form of proxy, failing which the appointment of the Chairman of the AGM as proxy for that resolution will be treated as invalid.
CPF or SRS investors who wish to vote should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven (7) working days before the AGM (i.e. by 2:00 p.m. on 16 July 2021) in order to allow sufficient time for their respective CPF Agent Banks or SRS Operators to in turn submit a proxy form to appoint the Chairman of the AGM to vote on their behalf by the cut-off date.
3. The Chairman of the AGM, as proxy, need not be a Shareholder.
4. The instrument or form appointing the Chairman of the AGM as proxy, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must be submitted to the Company in the following manner:
 - (a) If submitted by post, be lodged with the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte Ltd, at 50 Raffles Place #32-01 Singapore Land Tower Singapore 048623; or
 - (b) if submitted electronically, be submitted via email to the Company's Share Registrar at AGM.TeamE@boardroomlimited.com.

in either case, by 2:00 p.m. on 25 July 2021 (being not less than seventy-two (72) hours before the time appointed for holding the AGM) (or at any adjournment thereof) and in default the instrument of proxy shall not be treated as valid.

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

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

5. The instrument appointing the Chairman of the AGM as proxy must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing the Chairman of the AGM as proxy is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or duly authorised officer, failing which the instrument of proxy may be treated as invalid. Where an instrument appointing the Chairman of the AGM as proxy is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company), if the instrument appointing the Chairman of the AGM as proxy is submitted by post, be lodged with the instrument of proxy or, if the instrument appointing the Chairman of the AGM as proxy is submitted electronically via email, be emailed with the instrument of proxy, failing which the instrument may be treated as invalid.
6. A corporation which is a Shareholder may authorise by resolution of its director or other governing body, such person as it thinks fit to act as its representative at the AGM, in accordance with its constitution and Section 179 of the Companies Act, Chapter 50 of Singapore.
7. The Company shall be entitled to reject the instrument appointing the Chairman of the AGM as proxy if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing the Chairman of the AGM as proxy.
8. Shareholders should take note that after the deadline for the submission of proxy forms, the deadline being 2:00 p.m. on 25 July 2021, i.e., 72 hours before the time for holding the AGM, they cannot change their vote as Shareholders have indicated in the box provided above.

General:

The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible, or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of shares entered in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if the Shareholder, being the appointor, is not shown to have shares entered against his name in the Depository Register as at seventy-two (72) hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

Personal Data Privacy:

By submitting an instrument appointing the Chairman of the AGM as proxy, the Shareholder accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 6 July 2021.



Old Chang Kee Ltd., 2 Woodlands Terrace, Singapore 738427
Tel: (65) 6303 2400 Fax: (65) 6303 2415