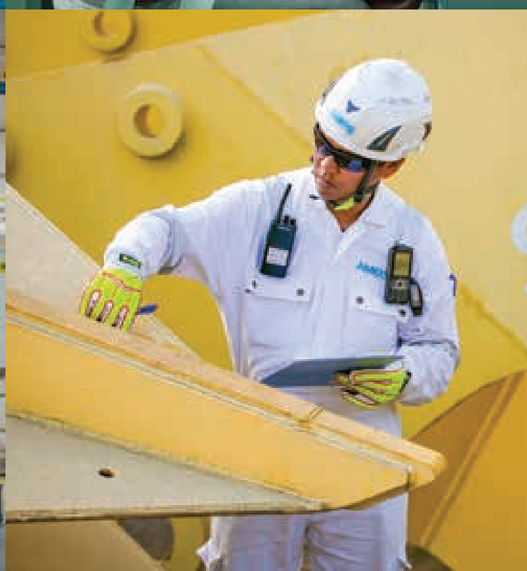
AMOS

All Marine Offshore Solutions

AMOS Group Limited | Annual Report 2020



CONTENTS

*"The AMOS Group supplies marine and energy customers with high-quality, cost-efficient **products**, **services** and **solutions**.*

The Group was founded in 1974 and listed on the Singapore Stock Exchange in 2012. Headquartered at our technologically advanced Fulfillment Center in Singapore, our network strategically links twelve key locations across Asia, the Middle East and Europe, enabling single-point sourcing and supply for our customers.

Through our modern procurement, logistics and supply chain infrastructure, AMOS offers a broad and comprehensive portfolio of world-class technical supplies, services and provisioning solutions to customers in the marine and energy industries.

AMOS is a leading provider of superior rigging and lifting products and specialized engineering services. These include the customized design, fabrication, production and testing of lifting and mooring equipment backed by decades of proven support and technical expertise. AMOS offers load testing, spooling and rental services and holds a wide inventory of premium quality, technical products such as heavy lift slings, wire ropes, crane wires and mooring equipment.

In addition to representing and supporting industry leading brands through exclusive supplier arrangements, we also market our own ALCONA brand of professional grade equipment including personal protective equipment and an expanding range of technical supplies and daily consumables developed for the marine and energy workplace.

ISO 9001
ISO 14001
ISO 22000
ISO 22301
OHSAS 18001
BUREAU VERITAS Certification

International Marine Purchasing Association

SINGAPORE HEADQUARTERS

*"Our network strategically links twelve key locations across **Europe**, the **Middle East** and **Asia**, enabling single-point sourcing and supply solutions for our customers."*

The AMOS Group Network strategically links twelve locations covering four of the world's most vibrant energy production zones and four of the world's busiest ports - Singapore, Shanghai, Hong Kong and Busan.

Asia Pacific		Middle East	Europe
Singapore	Malaysia	United Arab Emirates	United Kingdom
Hong Kong	Vietnam	Kazakhstan	
Shanghai	Indonesia	Azerbaijan	
Busan	Tianjin		

Dear Shareholders, Customers, and other valued Stakeholders: AMOS experienced a transformational year during FY2020 and today is in better shape due to those changes. I am proud of the management and staff in achieving the transformation strategy we outlined over a year ago for AMOS. These changes have helped make AMOS more operationally efficient, more aligned with customer needs, and more financially stable. After much restructuring and effort, AMOS is better able to supply products, services, and solutions to our marine and energy customers.

Management

AMOS has developed into a modern, professionally managed business focused on the marine and energy industries. We have proud roots as entrepreneurial companies with family management that have now combined and matured into a professionally managed and sophisticated multinational group headquartered in Singapore with operations spanning Asia, the Middle East, Central Asia, and Europe.

Dan Tan became CEO in August 2019 after having served as our CFO for prior two years. Dan has a deep knowledge of the operations, people, customers, and competitors in our markets and has ably led AMOS in its transformation. Supporting Dan, AMOS has an experienced and capable team of managers in Singapore and our other locations.

Technology Innovation

AMOS distributes thousands of products bundled with value-added services and solutions to hundreds of customers for a variety of mission-critical requirements where precision and accuracy are critical. During FY2020 we invested over S$3 million in managing our data analytics and process management to bring us to the forefront of logistics and distribution industry practices. Today, we can track what our customers want, serve their particular needs, and use our buying scale and geographic spread to drive supply chain optimization and cost efficiencies. AMOS is now well prepared to embrace a digital future where data drive our processes and business intelligence provides us with a competitive advantage.

Expanded Fulfillment Centers & Facilities

During FY2020 AMOS has substantially invested in both Singapore plus Johor, Malaysia to increase our efficiency and expand capacity to better serve the needs of our customers. Our headquarters building in Singapore was expanded by approximately 37% to 246,000 sq. ft. of modern offices plus a fulfilment center including warehousing and cold-chain storage. As a result, we now operate the leading and most technologically advanced facility of its kind in Southeast Asia and China.

In view of the increasing opportunities in Malaysia's market for heavy-lifting products and solutions, we upgraded and expanded our existing Johor, Malaysia facility for production and related services, creating a marked increase in both our capability and capacity. Meanwhile, we invested in a new Singapore fabrication facility in the newly built 16E Tuas. Our investment demonstrates our commitment to become an industry leader in the Singapore and Malaysia area.

As part of the business restructuring AMOS divested 3 outdated Singapore facilities for a total of S$20.5 million in cash. The cash proceeds from disposing of these old properties were used to reduce bank loans, which has improved the financial strength of AMOS. The transfer in and out of the facilities was disruptive but management did a superb job in managing the transition.

Personal Protection Equipment (PPE)

In keeping with our customer pledge of "keeping working men and women safe" AMOS expanded its ALCONA line of products to include a broad range of Personal Protection Equipment (PPE) during FY2020. These PPE products proved timely as the Covid-19 epidemic unexpectedly boosted customer demand. AMOS also entered into multi-year contracts with several global ship managers as the primary supplier of PPE selected from AMOS' own ALCONA range of products. AMOS provides comprehensive logistics solutions to ship managers and will deliver these PPE products to customers in key ports in Asia and Europe through AMOS logistics, warehousing, and preferred partners.

ALCONA represents a Singapore designed brand providing AMOS customers with a value-for-money and fit-for-purpose products uniquely available from AMOS. ALCONA provides AMOS customers stable pricing, standardization of product quality and features, and most importantly, safety and durability which are paramount for the well-being of working men and women. The ALCONA PPE range includes respirators,

protective eye goggles and glasses, disposable plastic overalls used in handling hazardous materials, hardhats, and safety shoes. In FY2021 AMOS will introduce a new and expanded line of workwear covering clothes, outerwear, innerwear, and shoes. AMOS is further expanding our ALCONA brand offering of daily consumables such as cleaning supplies, bedding & towels and lighting consumables.

Sustainable Energy

AMOS is a leading international provider of diversified products, services and solutions to energy customers around Asia, the Middle East, Central Asia, and Europe. AMOS supplies these customers with world-class technical products, such as heavy lift slings, synthetic slings and lifting gear, and mooring solutions all supported through a seamless inventory management system, backed by our certified fabrication management system and test facilities in strategic regional locations.

We believe in using our capabilities for good and were pleased to capture major sustainable energy orders for growing opportunities in offshore windmill farm installations. For example, AMOS supplied heavy lifting solutions for Taiwan's largest wind farm providing 640MW of clean electricity to more than 450,000 Taiwanese homes. AMOS Group have supplied heavy lifting solutions to be deployed during the installation of foundation substructures of the offshore wind turbines. The Paris-based International Energy Agency in a October 2019 report estimated US$1 trillion could be invested in the offshore wind industry by 2040 as lower costs and government support encourage the installation of larger turbines and floating foundations that allow for deep water operations.

Looking Forward

Management devoted significant time and effort to execute our transformation strategies in FY2020. There were inefficiencies resulting from the moving of facilities, storage in temporary facilities during renovation, and teething issues with new facilities. We appreciate that our customers were patient as these activities caused some inconvenience. We are confident AMOS and our customers now are benefitting from operational efficiencies in our new and modern facilities.

All of us at AMOS look forward to a FY2021 focusing on more fully and completely executing our strategies and serving customers. The Covid-19 has brought unusual and unimagined challenges to all businesses. We are planning for a continuation of the challenges brought by the Covid-19 pandemic and we are emphasizing the safety and well-being of our staff and are striving to fulfill our customers' safety needs. At AMOS we have smoothly navigated the past several months since Covid-19, achieving improved profitability, higher cash levels, and lower bank loans during these unsettled times providing uninterrupted support, services and products to our customers.

In Gratitude

The AMOS management team is talented, capable, and hard-working, and has expertly navigated AMOS during the Covid-19 pandemic. On behalf of the Board of Directors and shareholders, I thank the management team for their hard work and accomplishments during this most unusual FY2020. To our customers and suppliers, thank you for your continued trust and support during the Covid-19 pandemic. My sincere thanks go to AMOS' shareholders for your continued confidence, and to our Board of Directors for their commitment and valuable advice.

Respectfully,

Kyle Arnold Shaw, Jr.
Executive Chairman

CEO'S SUMMARY

FY2020 was a transformational year for AMOS as we consolidated and upgraded our facilities, enhanced our operations, and strengthened our product and solution offerings to our valued customers in the marine and energy industries.

AMOS invested heavily into digitalization and technology adoption to enhance our customers' experiences and provide data analytics to help optimize their operations and minimize their expenses in the future.

FY2020 was a challenging year for the world characterized by volatile oil prices and escalating trade protectionism, and then ended with the global economy going into a recession due to the Covid-19 pandemic. Despite the volatility and challenges, AMOS successfully completed the key restructuring and right-sizing initiatives set by the Board a year ago and AMOS is now more nimble and focused.

I am fortunate to have the support and commitment of many colleagues in Singapore and around our global network who are experienced, driven and committed to provide world class services and solutions to our valued customers who have been supporting AMOS for many years.

The world continues to battle the Covid-19 outbreak and we expect the headwinds will remain strong for the rest of FY2021. The AMOS team is committed to ensure an uninterrupted supply chain and service availability, and we pledge to remain a reliable and trusted partner for our many customers and stakeholders around the world.

At AMOS, WE SUPPLY, crisis or no crisis.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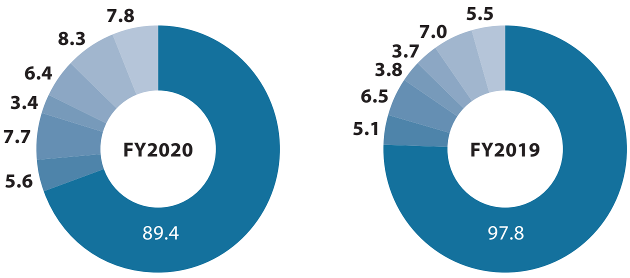
GROUP REVENUE – By Operating Area (SGD/M)



Singapore **Azerbaijan** **South Korea** **United Kingdom**
United Arab Emirates **China** **Asia**[(1)]

FINANCIAL PERFORMANCE

Revenue

For the financial year ended 31 March 2020 ("FY2020") the AMOS Group Limited (the "Group") reported revenue of S$128.6 million, which is not materially different in comparison to the revenue for the financial year ended 31 March 2019 ("FY2019").

Segmented by business, the Marine business contributed revenue of S$72.5 million for a decrease of 4.9% compared to FY2019. However, the Marine revenue in 2H-20 of S$37.7 million was 8.4% higher than the 1H-20 Marine revenue of S$34.8 million. The Energy business contributed revenue of S$56.1 million, an increase of 5.6% compared to FY2019. In FY2020, Marine and Energy segments contributed 56.4% and 43.6% to the Group's total revenue respectively.

By geographical segments, in FY2020 the revenue from Singapore clients was S$89.4 million accounting for 69.5% of the Group's total revenue. Business generated in China, South Korea, United Arab Emirates Azerbaijan and United Kingdom contributed 6.5%, 6.0%, 4.9%, 4.4% and 2.6% of the total revenue respectively. Revenue from clients in other Asian countries accounted for 6.1% of the Group's total revenue.

Gross Profit

The Group reported gross profit of S$20.7 million for FY2020 for a 73.5% increase of S$8.8 million in comparison to a gross profit of S$11.9 million in FY2019. The gross profit margin for FY2020 was 16.1%, 6.9 percentage points higher than 9.2% gross profit margin for FY2019.

The gross profit for FY2020 was determined after an inventory impairment adjustment of S$1.7 million. In FY2019, the inventory impairment adjustment was S$10.1 million. Excluding these inventory impairment adjustments, gross profit for FY2020 would have been S$22.4 million for a 17.4% gross profit margin, which is higher than the corresponding gross profit for FY2019 of S$22.0 million for a 17.0% gross profit margin. Therefore, the gross profit amount and the gross profit margin improved in FY2020 compared to FY2019 both before and after the inventory impairment adjustments.

(1) Revenue from countries in "Asia" includes revenue generated from countries that individually account for less than 10% of the Group's revenue.

OPERATING EXPENSES

Distribution Costs

Distribution costs increased by 5.0% to S$11.6 million in FY2020 compared to S$11.0 million in FY2019 due largely to higher salary costs in FY2020 offset against temporary warehouse, casual labor, and transportation expenses incurred in FY2019 while renovating and expanding the 156 Gul Circle fulfillment center completed in early FY2020.

Administrative Expenses

Administrative expenses increased by 3.4% to S$27.5 million in FY2020 compared to S$26.6 million in FY2019. The increase was largely due to higher depreciation expense incurred during the year as a result of the increased investment to enlarge the fulfillment center at 156 Gul Circle. The higher depreciation expense was partially offset by lower manpower expense driven by improved operational efficiency and upgraded management systems.

Other Operating Income

In FY2020, the Group completed the divestment of three outdated and unnecessary Singapore properties for total sales proceeds of S$20.5 million. This divestiture resulted in a gain on the disposal of assets held for sale of S$14.4 million, resulting in the significantly higher other operating income in FY2020 of S$14.7 million as compared to the S$0.8 million in FY2019.

Other Operating Expenses

Other operating expenses decreased by 20.5% to S$5.4 million in FY2020 compared to the S$6.8 million in FY2019. The FY2020 operating expenses included a non-recurring restructuring cost of S$3.8 million, trade debt impairment provision of S$1.5 million and trade debt write off of S$0.2 million. The FY2019 operating expenses included a non-recurring acquisition and restructuring cost of S$4.3 million related to the acquisition of AIH, trade debt impairment of S$0.8 million and property and goodwill impairment of S$0.6 million.

Finance Cost

The Finance cost decreased by 16.5% to S$2.2 million in FY2020 compared to S$2.6 million in FY2019 due to net reduction in bank borrowings by S$17.5 million as well as lower interest rates.

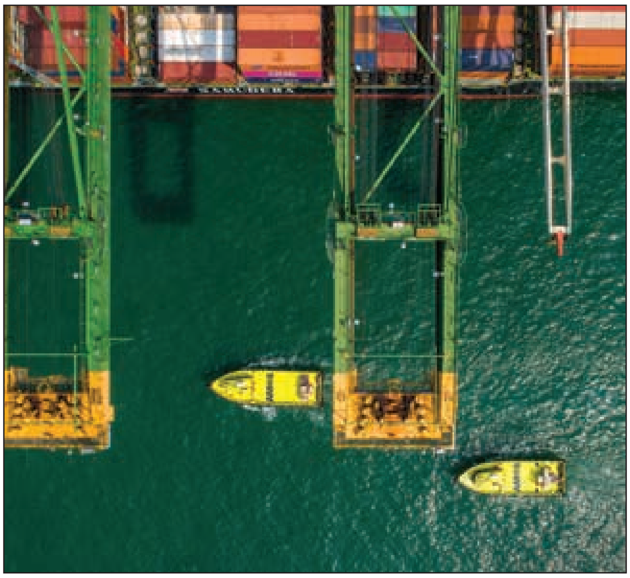
Loss before Income Tax

In FY2020, the Group reported a loss before income tax of S$11.3 million, 67.2% lower than the S$34.4 million in FY2019. This was primarily due to the improvement in Gross Profit plus gains on disposal of assets held for sale as well as the lower inventory impairment in FY2020.

FINANCIAL POSITION

Current Assets

Current assets decreased 15.7% (or S$21.3 million) from S$135.6 million as at 31 March 2019 to S$114.3 million as at 31 March 2020. The decrease was mainly due to: (i) a decrease in cash and cash equivalents of S$9.7 million,



(ii) a decrease in inventories by S$4.5 million due to inventories sales during the normal course of business plus adjustments, (iii) a decrease in assets held for sale of S$5.2 million due to disposal of three Singapore properties, (iv) a decrease in receivables of S$1.9 million.

Non-current Assets
Non-current assets increased 10.5% (or by S$8.0 million) from S$76.1 million as at 31 March 2019 to S$84.1 million as at 31 March 2020. The increase was mainly due to: (i) the recognition of S$7.3 million right of use assets resulting from the adoption of SFRS(I) 16 Leases on 1 April 2019, (ii) plus acquisition of intangible assets of S$3.2 million relating to IT project and trademark, and (iii) offset by the decrease in Plant Property & Equipment of S$2.7 million. The decrease in Plant Property & Equipment was mainly due to depreciation of S$7.2 million offset by net additions of S$4.5 million.

Current Liabilities
Current liabilities increased 16.3% (or by S$8.0 million) from S$49.0 million as at 31 March 2019 to S$57.0 million as at 31 March 2020. The increase was mainly due to: (i) S$2.5 million increase in short-term bank borrowings, (ii) an increase in leased liabilities of S$2.1 million, of which S$1.3 million was the result of the adoption of SFRS(I) 16 Leases on 1 April 2019 and S$0.8 million from the acquisition of intangible assets, (iii) an increase in other payables of S$1.6 million, (iv) an increased in trade payables of S$1.1 million and (v) an increase in contract liabilities of S$0.5 million.

Non-current Liabilities
Non-current liabilities decreased 24.3% (or by S$9.6 million) from S$39.5 million as at 31 March 2019 to S$29.9 million as at 31 March 2020. The decrease was mainly due to repayment of bank borrowings amounting S$17.2 million which was funded from the S$20.5 million proceeds from sale of asset held for sales. This was partially offset by an increase in leased liabilities of S$7.6 million, of which S$6.2 million was the result of the adoption of SFRS(I) 16 Leases on 1 April 2019 and S$1.4 million from the acquisition of intangible assets.

Shareholders' Equity
Shareholders' equity decreased 9.3% from S$123.2 million in FY2019 to S$111.7 million in FY2020, mainly due to loss of S$11.1 million incurred in FY2020.

CASH FLOWS

Net Cash Used in Operating Activities
Net cash used in operating activities was S$1.3 million in FY2020 compared to S$19.7 million net cash used in operating activities for FY2019. Operating cash outflow was S$10.8 million to support operating activities in FY2020 before changes in working capital.

Net working capital inflow was S$9.6 million in FY2020. This was mainly due to: (i) a decrease in inventories by S$3.6 million resulting from sales during the normal course of business and efforts to reduce inventory, (ii) a net increase in trade payables, other payables and contract liabilities of S$5.5 million, (iii) a total decrease in trade receivables, other receivables and contract assets of S$0.5 million.

Net Cash Inflow Investing Activities
Net cash inflow from investing activities amounted to S$10.9 million in FY2020 mainly due to net proceeds from the disposal of assets held for sale of S$19.5 million, less payment for purchase and construction of Plant Property & Equipment of S$9.4 million of which S$4.1 million relates to amounts booked in FY2019 but paid in FY2020.

Net Cash Used in Financing Activities
Net cash used in financing activities was S$22.4 million in FY2020. This was mainly due to: (i) the repayment of bank borrowings and related interest of S$37.3 million plus leased liabilities and related interest of S$2.0 million, partially offset by (ii) new bank loan obtained in FY2020 of S$18.0 million. As at 31 March 2020, the Group's cash and bank balances stood at S$18.9 million.

USING OUR NETWORK FOR GOOD

Project Overview

AMOS Group is proud to have been awarded a contract to supply heavy lifting solutions for the Yunlin Offshore Wind Farm, a 640MW project located approximately 8km off the coast of Taiwan. When completed, Yunlin Offshore Wind Farm will be the biggest windfarm in Taiwan and will provide clean electricity to more than 450,000 Taiwanese homes.

Technical Challenge

AMOS Group have supplied heavy lifting solutions to be deployed during the installation of foundation substructures of the offshore wind turbines. The installations will involve at least 80 repeated lifts, requiring a reliable, robust and flexible set of lifting options. As today's offshore construction payloads are pushing the limits for engineered lifts, traditional rigging solutions can become heavy and difficult to handle, particularly in offshore conditions.

The AMOS Solution

AMOS Group won the bid with an innovative lifting package deploying both wire rope and synthetic heavy lift slings. This hybrid solution will handle heavy loads while minimising additional weight. Samson Synthetic Slings were selected, as this product combines the advantages of both round and rope slings into one lightweight, easy-to-handle rigging system for heavy payloads.

INVESTMENT IN AUTOMATION

Seamless Logistics & Supply Chain Monitoring

During FY2020 AMOS invested over S$3 million in managing data analytics and process management to bring the company to the forefront of logistics and distribution industry practices. AMOS now provides customers with seamless, real-time data flow; tracking orders from placement through the entire logistics workflow, up to and including last mile delivery to vessels or supply depots.

ORDER PLACEMENT


VERIFIED AT DISPATCH
DELIVERY TO VESSEL
AUTOMATED ORDER PICKING & PACKING
DELIVERY TO SUPPLY DEPOT

Location	Operational Overview
Tanjong Langsat Johor, Malaysia 103,000 Sq/Ft	• Heavy-Lift Sling Wire Rope Manufacturing (Cable laid slings and Gatorlaid slings) • Wire Rope Sling Manufacturing • Technical Services - Inspection, Lifting Equipment Testing, Certification, Rope Maintenance and installation, Non-destructive testing, Emag Inspection for wire ropes • 3000te and 300 te Test Beds

Location	Operational Overview
16E Tuas, Singapore 58,000 Sq/Ft	• Wire Rope Sling Manufacturing • Technical Services - Lifting Gear Inspection & Testing, Certification, Rope Maintenance & Installation, Non-Destructive Testing & Inspection, Emag Inspection of Wire Rope • Synthetic Rope Sling Manufacturing • Engineering & Fabrication Solutions • 600te Test Bed

ALCONA is the AMOS house-brand range of products. The strategy behind ALCONA is to supply customers with everyday workplace consumables that are fit for purpose, tested, certified and safe - and at a value price point.

Products range from uniforms and personal protective equipment (PPE) to bedding and towels, lighting consumables and a range of cleaning and sanitation products.

ALCONA products are designed by AMOS and developed in partnership with selected specialist manufacturers. ALCONA products are benchmarked against other sector leading brands to ensure they meet or exceed product quality, technical features and safety requirements.

The continued growth of the ALCONA product line has helped AMOS Sales Teams secure a growing number of long-term supply agreements with major international maritime fleets, which in turn provides steady and predictable revenue, while building vital customer loyalty.

Kyle Arnold Shaw, Jr
Executive Chairman

Peter Pil Jae Ko
Non-Executive Director

Lim Shook Kong
Independent Non-Executive Director

Kyle Shaw is the founder and managing partner of ShawKwei & Partners, a private equity fund manager in Hong Kong, Singapore, and Shanghai with control investments in Asian advanced manufacturing and service businesses.

Kyle has managed Asian investment portfolios starting in 1990 with Security Pacific National Bank in Hong Kong, then in 1993 with the Tudor Investment Group in Shanghai, and in 1998 establishing ShawKwei & Partners. Mr. Shaw began his career in the offshore industry with Tidewater Inc. in Louisiana and Singapore, and Union Texas Petroleum in Houston.

Kyle received an MBA degree from the Wharton School of the University of Pennsylvania, a BS in Commerce from the McIntire School of the University of Virginia, and studied Mandarin Chinese at Taiwan's National Normal University Language Institute for foreign students.

Peter Ko is a Managing Director at ShawKwei & Partners with 30 years of investment experience.

In 1982, he started his career at Merrill Lynch White Weld Capital Markets as in New York then in 1986 joined Asia Oceanic Group, a merchant bank based in Hong Kong and New York focused on Asian advisory and investment transactions.

From 1991 to 1998, Mr. Ko worked as Principal at William E. Simon & Sons (Asia) Limited based in Hong Kong and focused on private equity transactions. From 1998 to 2012, he worked at H&Q Asia Pacific Group as Managing Director and, subsequently, as Senior Managing Director leading its Korean private equity operations.

Mr. Ko holds a BA from Columbia University and an MBA from Harvard Business School.

Lim Shook Kong is a Fellow of the Institute of Chartered Accountants in England and Wales (FCA), a Member of the Malaysian Institute of Accountants and a Member of the Singapore Institute of Directors (MSID).

He has held positions as an Executive Director and CFO, Non-Executive Independent Director on the board of several public listed companies and private limited companies over the past 35 years.

Since August 2009 he has been a consultant (financial) to Sentosa 4D Magix Pte Ltd, a company which operates South East Asia's first 4-Dimensional Theatre in Sentosa Island, Singapore.

David Wood Hudson
Lead Independent Non-Executive Director

Paul Jay De Mand
Independent Non-Executive Director

Danny Lien Chong Tuan
Non-Executive Director

David Hudson has experience in private equity, commercial banking, and investment banking focusing on the emerging markets of Asia, Latin America, Middle East and Africa.

David began his career at JP Morgan in its Middle East Group and Energy Group, then in 1987 relocated to Hong Kong as President & CEO of JP Morgan Asia. In 1990, David joined Salomon Brothers, Asia as Managing Partner, then in 1995 joined ING Barings, Asia and was appointed President & CEO of ING's branches in 1997.

In 2006, David was promoted to President & CEO of ING Bank's activities in the United States and Latin America. David was a Senior Managing Director with Darby Private Equity from 2008 until 2015.

David received his BA from the University of Virginia in International Relations & Comparative Governments and received his MBA from University of Virginia, Darden School.

Paul De Mand has over 30 years of experience in the automotive and electronics industries.

Paul started his career at General Motors Corporation in 1983 before moving on to assume several senior roles at TI Group Plc, Johnson Electric Corporation and Kennametal, Inc.

From 2011 to 2018, Paul served as Chief Executive Officer of PSM International, a global engineered-products portfolio company owned by private-equity group EQT.

Paul holds a Bachelor of Science Degree in Mechanical and Electrical Engineering from Kettering University and an MBA from University of Detroit.

Paul is currently a director of Delta Tau Delta Education Foundation, and previously served as a director of Nihon Mini Motors, Japan and Nanomotion, Israel.

Danny Lien has close to 30 years of experience in the marine industry.

He holds a Master's in business administration from the University of Chicago's Booth School of Business and completed the Owner President Management Program from Harvard Business School in 2016.

Danny is currently the President of the Singapore Association of Ship Suppliers & Services, Chairman of the Business Leaders Alumni Club, Council Member of the Singapore Productivity Association, Board Member of the Institute for Human Resource Professionals and holds directorships in several private limited companies in Singapore.

Danny Tan Song Boon
Chief Executive Officer

Evelyn Wong Soo Pin
Chief Financial Officer

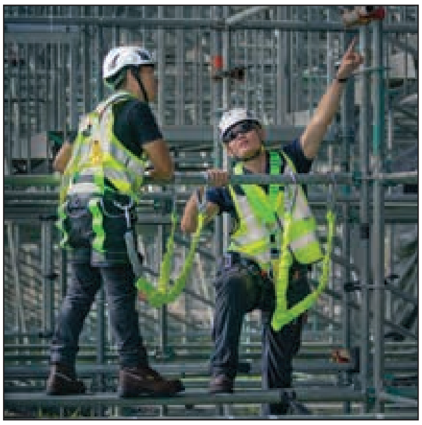
Danny Tan has over 20 years of financial and business management experience in the maritime industry. In 1997, Danny started his career with PSA International ("PSA"), a leading global port operator that participates in 29 port projects in 17 countries across Asia, Europe and the Americas.

Over the years at PSA, Danny assumed various senior roles primarily in finance, accounting and project management across different subsidiaries/joint ventures and geographical areas (China, India, Thailand and the Middle East). Prior to joining AMOS, Danny's last two roles assumed at PSA were Head of Finance, Northeast Asia and Assistant Vice President, Group Commercial Development at Group Headquarter. Danny has extensive experience in cost control and process re-engineering and has proven track record in new project development & management. He is well conversant with financial accounting & tax regulations in China, India, Thailand and Singapore.

Danny holds a Bachelor's Degree in Business (Accounting) with Distinction from Queensland University of Technology, Australia and an MBA from Kellogg-HKUST EMBA Program, Hong Kong.

Evelyn Wong was appointed as Chief Financial Officer of AMOS Group Limited in January 2020 and has oversight responsibility over human resource management and financial affairs including financial reporting and controls, treasury, and corporate regulatory compliance. Prior to joining the group, she was the Chief Financial Officer of CH Offshore Ltd. since 2017 and Group Financial Controller of the company since 2015. Evelyn held various senior roles in finance and accounting since 2007 before joining CH Offshore and has extensive experience in cost control and process improvement.

Evelyn holds a Bachelor's Degree in Accountancy from Nanyang Technological University and Diploma in Maritime Business Management (Merit). Evelyn is a non-practicing member of the Institute of Singapore Chartered Accountants.



Board of Directors

Kyle Arnold Shaw, Jr	Executive Chairman
Peter Pil Jae Ko	Non-Executive Director
Danny Lien Chong Tuan	Non-Executive Director
David Wood Hudson	Lead Independent Non-Executive Director
Lim Shook Kong	Independent Non-Executive Director
Paul Jay De Mand	Independent Non-Executive Director

Audit Committee

Lim Shook Kong	Chairman
Peter Pil Jae Ko	Member
Paul Jay De Mand	Member

Remuneration Committee

David Wood Hudson	Chairman
Peter Pil Jae Ko	Member
Paul Jay De Mand	Member

Nominating Committee

Paul Jay De Mand	Chairman
Peter Pil Jae Ko	Member
David Wood Hudson	Member

Company Secretary

Yeoh Kar Choo Sharon, ACIS

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www.amosgroup.com

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Partner-in-charge: Chiang Yong Torng
Date of appointment: 21 November 2018

Investor Relations

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Singapore 048543
Tel: +65 6438 2990

AMOS Group Limited

- 100% AMOS Supply Pte. Ltd. (Singapore)
  - 100% AMOS Vietnam Pte Ltd (Vietnam)
- 100% AMOS EME Pte. Ltd. (Singapore)
  - 100% AMOS Middle East Holdings FZE (United Arab Emirates)
- 100% Lv Yang (Tianjin) Offshore Equipment Pte. Ltd. (Singapore)
  - 100% Lv Yang (Tianjin) Offshore Equipment Co., Ltd. (China)
- 100% AMOS Supply Korea Pte. Ltd. (Singapore)
  - 90% AMOS Supply Korea Co., Ltd (South Korea)
- 100% AMOS Indonesia Pte. Ltd. (Singapore)
  - 67% PT AMOS Utama Indonesia (Indonesia)
- 100% AMOS Korea Pte. Ltd. (Singapore)
  - 100% Allseas Marine Services Pte. Ltd. (Singapore)
  - 90% AMOS Korea Co., Ltd (South Korea)
- 100% AMOS Malaysia Sdn. Bhd. (Malaysia)
- 100% AMOS Power Pte. Ltd. (Singapore)
- 100% AMOS International Holdings Pte. Ltd. (Singapore)
  - 100% AMOS International (Shanghai) Co., Ltd. (China)
  - 100% AMOS International (S) Pte. Ltd. (Singapore)
  - 100% AMOS Craft Pte. Ltd. (Singapore)
  - 100% AMOS Asia Pte. Ltd.[1] (Singapore)

1. AMOS Asia Pte Ltd is in the process of striking off.
2. Rigmarine Azerbaijan LLC changed its name to AMOS Azerbaijan LLC with effect from 2 July 2019.
3. AMOS International (M) Sdn. Bhd. is in the process of striking off.
4. World Hand Shipping Limited is in the process of striking off.

100% AMOS Middle East FZE (United Arab Emirates)

100% AMOS Europe (UK) Limited (United Kingdom)

100% AMOS Azerbaijan LLC[2] (Azerbaijan)

100% AMOS Kazakhstan LLP (Kazakhstan)

30% AMOS International Lanka (Private) Limited (Sri Lanka)

100% AMOS International (HK) Limited (Hong Kong)

100% World Hand Shipping Limited[4] (Hong Kong)

70% AMOS International (M) Sdn. Bhd.[3] (Malaysia)

PRIORITY No.1 KEEP CREWS SAFE

USING OUR NETWORK FOR GOOD

As the Covid-19 pandemic began to spread around the world, crews at sea found themselves stranded onboard their vessels and vulnerable to infection. AMOS responded by fast-tracking the development of personal hand sanitiser for distribution to crews. In just a few weeks a high-quality, safety-tested product was made ready for immediate deployment.

The Board of Directors (the "Board") and the Management of AMOS Group Limited (the "Company") are committed to achieving a high standard of corporate governance within the Company and its subsidiaries (the "Group"). Underlying this commitment is the belief that good corporate governance will help to enhance corporate performance and protect the interests of the Company's shareholders (the "shareholders").

This report outlines the Company's corporate governance practices that were in place for the financial year ended 31 March 2020 ("FY2020") with specific reference made to the principles and guidelines of the Code of Corporate Governance 2018 (the "Code"), which forms part of the continuing obligations of the Listing Rules of the Singapore Exchange Securities Trading Limited.

The Board is pleased to confirm that for FY2020, the Group has adhered to the principles and guidelines in the Code where appropriate. Any deviations from the guidelines of the Code or areas of non-compliance have been explained accordingly.

(A) BOARD MATTERS

Principle 1: The Board's Conduct of its Affairs

The Board is collectively responsible for the long-term success of the Group and is accountable to its shareholders. The functions of the Board include the following which are also part of the matters reserved for the Board's approval:–

a) deciding on strategic objectives, key business initiatives, major investments and funding matters;

b) monitoring the performance of Management and reviewing the financial performance of the Group;

c) implementing effective risk management systems including safeguarding of shareholders' interests and the Company's assets;

d) ensuring the adequacy of the internal controls;

e) considering sustainable issues; and

f) ensuring compliance with the Code, the Companies Act (Cap 50) of Singapore ("Companies Act"), the Company's Constitution, the Listing Manual of the Singapore Exchange Securities Trading Limited ("SGX-ST") ("Listing Manual"), accounting standards and other relevant statutes and regulations.

The Board meets at least twice in the year to approve, among others, announcements of the Group's half year and full year financial results. The Board may have informal discussions on matters requiring urgent attention, which would then be formally confirmed and approved by circulating resolutions in writing. Ad-hoc meetings are also convened as and when they are deemed necessary. As provided in the Company's Constitution, the Board may convene telephonic and videoconferencing meetings.

Other matters specifically reserved for the Board's approval are those involving material acquisitions and disposal of assets, corporate or financial restructuring, capital expenditure budgets, review of performance, share issuances, dividends to shareholders and interested person transactions. Clear directions have been imposed on Management that such matters must be approved by the Board.

To facilitate effective management, the Board delegates certain functions to the various Board committees. The Board delegates such functions and authority to the Board committees without abdicating its responsibility. These committees, which include the Audit Committee ("AC"), the Nominating Committee ("NC") and the Remuneration Committee ("RC") (each a "Board Committee"), operate within clearly defined terms of reference and functional procedures. Each of these committees reports its activities regularly to the Board.

The Company recognizes the importance of appropriate training for its Directors. Newly appointed Directors are given an orientation and will be briefed on the business activities of the Group and its strategic directions, as well as their duties and responsibilities as Directors. Such training would include areas such as accounting, legal and industry-specific knowledge as appropriate.

During FY2020, Mr Paul Jay De Mand was appointed as an Independent Non-Executive Director on 1 July 2019. He will be attending the Directors' training organized by Singapore Institute of Directors ("SID") as soon as practicable.

All Directors, as appropriate, will also be given regular training particularly on relevant new laws, regulations and changing commercial risks which have an important bearing on the Company and the Directors' obligations towards the Company.

The Company will be responsible for arranging and funding the training of Directors.

Briefing and updates provided to the Directors for FY2020 included:

a) briefing by the external auditors, KPMG LLP, on the key developments in financial reporting and governance standard at the quarterly review meetings;

b) the Chief Executive Officer (the "CEO") updates the Board at each Board meeting on business and strategic developments pertaining to the Group's business; and

c) news releases issued by the SGX-ST and the Accounting and Corporate Regulatory Authority which are relevant to the Directors are circulated to the Board.

Please also refer to Principle 4 regarding the NC's plan for the Directors' training and professional development programmes.

The number of Board and Board Committee meetings held during FY2020 and the attendance of each Director are set out as follows:

Name of Director	Board	Audit Committee	Nominating Committee	Remuneration Committee
Mr Kyle Arnold Shaw, Jr	3/3	3/3[(1)]	1/1[(1)]	1/1[(1)]
Mr Peter Pil Jae Ko	3/3	3/3	1/1	1/1
Mr Danny Lien Chong Tuan	2/3	–	–	1/1[(1)]
Mr Lim Shook Kong	3/3	3/3	–	–
Mr David Wood Hudson	3/3	3/3[(1)]	1/1	1/1
Mr Paul Jay De Mand*	2/2	2/2[(1)]	–	–
Mr Alan John Hargreaves^	3/3	3/3[(1)]	1/1	1/1

* Appointed on 1 July 2019

^ Resigned on 9 November 2019

(1) Attendance at meetings that were held on a "By Invitation" basis.

Principle 2: Board Composition and Guidance

The Board currently comprises six (6) Directors, three (3) of whom are Independent Non-Executive Directors (the "Independent Non-Executive Directors" or the "Independent Directors" or each the "Independent Non-Executive Director" or the "Independent Director"), with two (2) Non-Executive Directors and one (1) Executive Director.

Name of Director	Board Membership	Audit Committee	Nominating Committee	Remuneration Committee
Mr Kyle Arnold Shaw, Jr	Executive Chairman	–	–	–
Mr Peter Pil Jae Ko	Non-Executive Director	Member	Member	Member
Mr Danny Lien Chong Tuan	Non-Executive Director	–	–	–
Mr David Wood Hudson	Lead Independent Non-Executive Director	–	Member	Chairman
Mr Lim Shook Kong	Independent Non-Executive Director	Chairman	–	–
Mr Paul Jay De Mand*	Independent Non-Executive Director	Member	Chairman	Member

* Appointed on 1 July 2019

The NC has reviewed and is satisfied that the current composition and Board size are appropriate for effective decision making, having taken into consideration the nature and scope of the Group's operations. The three (3) Independent Directors, who make up half of the Board composition, provide the Board with independent and objective judgment on corporate affairs of the Company.

Each of the Independent Directors has confirmed that he does not have any relationship with the Company or its related corporations, its 5% shareholders or its officers including confirming not having any relationships and circumstances provided in Provision 2.1 of the Code, that could interfere, or be reasonably perceived to interfere, with the exercise of independent judgment in carrying out the functions as an Independent Director with a view to the best interests of the Company. The NC has reviewed, determined and confirmed the independence of the Independent Directors.

None of the Independent Directors has served on the Board beyond nine years from the date of first appointment.

The Board has the appropriate mix of expertise and experience, and collectively possesses the necessary core competencies for effective functioning and informed decision making. The Board noted that gender diversity on the Board of Directors is also one of the recommendations under the Code to provide an appropriate balance and diversity. Although there is currently no female Director appointed to the Board of Directors, the Board does not rule out the possibility of appointing a female Director if a suitable candidate is nominated for the Board's consideration notwithstanding there may be difficulty in achieving gender diversity due to the nature of the Group's business. Each Director has been appointed based on the strength of his calibre, experience and stature and is expected to bring a value range of experience and expertise to contribute to the development of the Group's strategy and performance of its business.

The Code provides that where the Chairman is, *inter alia*, part of the management team or is not an Independent Director, the Independent Director should make up a majority of the Board. With one (1) Non-Executive Director and three (3) Independent Directors making up a majority of the Board, the Board is satisfied and assured that no individual or group of Directors has unfettered powers of decision that could create a potential conflict of interest. Nonetheless, the NC will source for a suitable candidate to be appointed as Independent Director in order to comply with Provision 2.2 of the Code.

As the Board consists of professionals from various disciplines, it has yet to adopt a Board diversity policy. Nonetheless, the Board acknowledges and embraces the benefits of diversity on the Board and would look into setting board diversity objective and formalising and adopting of a Board diversity policy.

Principle 3: Chairman and Chief Executive Officer

The Code advocates that there should be a clear division of responsibilities between the leadership of the Board and the executives responsible for managing the Company's business and no one individual should represent a considerable concentration of power.

The Chairman of the Board and the CEO are two separate persons to ensure an appropriate balance of power, increased accountability and greater capacity for independent decision making.

Mr Kyle Arnold Shaw, Jr is the Executive Director and also the Chairman of the Board. He assumes responsibility for the smooth functioning of the Board and ensures timely flow of information between the Management and the Board; sets agenda and ensures that adequate time is available for discussion of all agenda items, in particular strategic issues; promotes a culture of openness and debate at the Board and promotes high standards of corporate governance. Day-to-day operations of the Group are entrusted to the CEO, Mr Tan Song Boon appointed on 1 August 2019 in place of Perry Kennedy, who assumes full executive responsibility over the mapping of business plans and operational decisions of the Group.

Mr Kyle Arnold Shaw, Jr and Mr Tan Song Boon are not related to each other. There is a clear division of responsibilities of the Chairman of the Board and the CEO.

The Board has appointed Mr David Wood Hudson as the Lead Independent Non-Executive Director to co-ordinate and to lead the Independent Directors to provide a non-executive perspective and contribute to a balance of viewpoints on the Board. He is the principal liaison on Board issues between the Independent Directors and the Executive Chairman. He is available to shareholders where they have concerns and for which contact through the normal channels of the Executive Chairman, CEO or CFO has failed to resolve or is inappropriate.

The Independent Directors, led by the Lead Independent Director, meet amongst themselves without the presence of the other Directors where necessary and the Lead Independent Director will provide feedback to the Executive Chairman after such meetings, where appropriate.

Principle 4: Board Membership

The NC consists of two (2) Independent Directors and one (1) Non-Executive Director, the majority of whom, including the Chairman, are independent.

Mr Paul Jay De Mand – Chairman
Mr David Wood Hudson – Member
Mr Peter Pil Jae Ko – Member

The key terms of reference of the NC include, to:

a) evaluate and review nominations for appointment and re-appointment to the Board and the various committees;

b) nominate a Director for re-election at the Annual General Meeting ("AGM"), having regard to the Director's contribution and performance;

c) determine annually and as and when circumstances require if a Director is independent;

d) recommend to the Board the process for the evaluation of the performance of the Board, the Board committees, individual Directors, and propose objective performance criteria to assess the effectiveness of the Board as a whole and the contribution of each Director, annual assessment of the effectiveness of the Board;

e) decide whether a Director who has multiple Board representations is able to and has been adequately carrying out his duties as Director of the Company;

f) review and make recommendations to the Board on relevant matters relating to the succession plans of the Board (in particular, the Chairman/CEO) and senior management personnel; and

g) review the training and professional development programmes for the Board.

The NC makes recommendations to the Board on relevant matters relating to Board including succession planning; all Board appointments/re-appointments of Directors, taking into consideration composition of the Board and progressive renewal of the Board; how the Director fits into the overall competency matrix of the Board as well as the Director's contribution and performance at Board meetings, including attendance, preparedness and participation; training and professional development programmes for the Board.

Management has an open policy for professional training for all the Board members. The Company endorses the SID training programmes and all Board members are encouraged to attend any relevant training organised by the SID or any other organization which provides relevant training courses for Directors. The cost of such training will be borne by the Company.

The NC has in place formal, written procedures for making recommendations to the Board on the selection and appointment of Directors. Such procedures would be activated when a vacancy on the Board arises or when the Board is considering making a new Board appointment either to enhance the core competency of the Board or for purpose of progressive renewal of the Board. Notwithstanding that the Chairman of the Board is an Executive Director, the Company maintains a very strong and independent element on the Board with Independent Directors making up half of the Board.

In identifying suitable candidates, the NC may:

a) advertise or use services of external advisers to facilitate a search;

b) approach alternative sources such as the SID; and/or

c) consider candidates from a wide range of backgrounds from internal or external sources.

After short-listing the candidates, the NC shall:

i. consider and interview all candidates on merit against objective criteria, taking into consideration that appointees have enough time available to devote to the position; and

ii. evaluate and agree to a preferred candidate for recommendation to and appointment by the Board.

As mentioned under Principle 2 above, the NC also reviews the independence of the Directors annually based on Provision 2.1 of the Code's definition of what constitutes the independence of the Independent Directors. The NC has affirmed that Mr David Wood Hudson, Mr Lim Shook Kong and Mr Paul Jay De Mand are independent. None of the Independent Directors have served on the Board beyond nine years from their respective date of appointment.

Pursuant to Regulation 114 of the Constitution of the Company, at least one-third of the Directors shall retire from office at the AGM of the Company. The retiring Directors are eligible to offer themselves for re-election. Regulation 118 of the Company's Constitution provides that a newly appointed Director shall retire and submit himself for re-election at the next AGM following his appointment and shall be eligible for re-election.

The NC has recommended to the Board that Mr Kyle Arnold Shaw, Jr and Mr David Wood Hudson (retiring pursuant to Regulation 114 of the Company's Constitution) be nominated for re-election at the forthcoming AGM. Mr Kyle Arnold Shaw, Jr and Mr David Wood Hudson have signified their consent to remain in office.

In recommending the above Directors for re-appointment, the NC considered the performance and contribution of each of the retiring Directors, having regards not only to their attendance and participation at Board and Board Committees meetings but also the time and efforts devoted to the Group's business and affairs. The NC's recommendation was accepted by the Board.

The NC has also reviewed the independence of the Independent Non-Executive Directors. In assessing their independence, the NC having considered the guidelines set out in the Code, is of the view that the Independent Non-Executive Directors are independent and there are no relationships identified in the Code which would deem them not to be independent. All Independent Non-Executive Directors have also declared that they are independent.

More information on each Director can be found in the Key Information in the section entitled "Board of Directors" on pages 20 to 21 in this Annual Report.

All Directors are required to declare their Board appointments. The NC has reviewed and is satisfied that notwithstanding their multiple Board appointments, Mr Kyle Arnold Shaw, Jr, Mr Peter Pil Jae Ko, Mr Danny Lien Chong Tuan, Mr Lim Shook Kong and Mr Paul Jay De Mand, have been able to devote sufficient time and attention to the affairs of the Company to adequately discharge their duties as Directors of the Company.

To address the competing time commitments that are faced when Directors serve on multiple Boards, the NC has reviewed and made recommendation to the Board accordingly on the maximum number of listed company Board appointments which any Director may hold. Based on the recommendation, the Board has determined and set the maximum number of listed company Board appointments at not more than five (5) listed companies of the same financial year end. Currently, none of the Directors hold more than five directorships in listed companies which adopt the same financial year end.

There is no alternate Director on the Board.

Each member of the NC abstains from voting on any resolutions and making any recommendation and or participating in discussion on matters in which he is interested.

Principle 5: Board Performance

A review of the Board's performance is conducted by the NC annually. On the recommendation of the NC, the Board has adopted an internal process for evaluating the effectiveness of the Board as a whole and a self-assessment evaluation to assess the contribution of each Director to the effective functioning of the Board. Each Board member will be required to complete an appraisal form to be returned to the NC Chairman for evaluation. Based on the evaluation results, the NC Chairman will present his recommendations to the Board. The key objective of the evaluation exercise is to obtain constructive feedback from each Director to continually improve the Board's performance.

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

The NC has assessed the current Board and Board Committees' performance to-date, as well as the performance of each individual Director and is of the view that the performance of the Board as a whole and each individual Director was satisfactory.

(B) REMUNERATION MATTERS

Principle 6: Procedures for Developing Remuneration Policies

Principle 7: Level and Mix of Remuneration

Principle 8: Disclosure on Remuneration

The RC consists of two (2) Independent Directors and one (1) Non-Executive Director, the majority of whom, including the Chairman, are independent.

Mr David Wood Hudson – Chairman
Mr Paul Jay De Mand – Member
Mr Peter Pil Jae Ko – Member

According to its terms of reference, the responsibilities of the RC include the following:–

a) make recommendations to the Board a framework of remuneration for the Board and key management personnel of the Group and the specific remuneration packages for each Director (executive, non-executive and independent) as well as for the key management personnel;

b) review the Company's obligations arising in the event of termination of the Executive Directors and key management personnel's contracts of service, to ensure that such clauses are fair and reasonable and not overly generous;

c) consider whether Directors, the CEO and key management personnel should be eligible for benefits under share schemes and such other long-term incentive schemes as may from time to time be implemented; and

d) consider the remuneration disclosure requirements for Directors and the top five key management personnel as required by the Code.

As part of its review, the RC ensures that the Directors and key management personnel are adequately but not excessively remunerated as compared to industry benchmarks and other comparable companies. The RC also takes into consideration the Company's relative performance and the performance of individual Directors and key management personnel. Executive Directors are paid a basic salary and a performance-related bonus that are linked to the performance of the Company. Other key management personnel are paid basic salary and performance bonus. The RC does consider long-term incentive schemes for the Executive Directors and key management personnel. In this connection, the RC shall at the relevant time look into granting of options under the AMOS Employee Share Option Scheme ("AMOS ESOS") which was approved by the shareholders of the Company on 24 September 2012.

The performance-related element of the Executive Directors' remuneration is designed to align their interests with the interests of shareholders and promote the long-term success of the Company.

The RC also ensures that the remuneration of the Independent Non-Executive Directors are appropriate to their level of contribution taking into account factors such as effort and time spent, and their responsibilities. Independent Non-Executive Directors receive a basic fee for their services. The RC ensures that the Independent Non-Executive Directors should not be over-compensated to the extent that their independence may be compromised. No Director is involved in deciding his or her own remuneration package.

All revisions to the remuneration packages for the Directors and key management personnel are subjected to the review by and approval of the Board. Directors' fees are further subjected to the approval of shareholders at annual general meetings. Where necessary, the RC will consult external professionals on remuneration matters of Directors and key management personnel. During the financial year, the RC did not require the service of an external remuneration consultant.

The Company has entered into separate letter of appointments (the "Letter of Appointments") with all the appointed Directors. Mr Kyle Arnold Shaw, Jr, the Executive Director had volunteered to receive Director's fee instead of salary. Directors' fees are recommended by the Board for shareholders' approval at the Company's AGM.

The Company does not have contractual provisions to allow the Company to claw back incentive components of remuneration from the Executive Director and key management personnel in the event of any misstatement of financial results, or of misconduct resulting in financial loss to the Company. However, the Executive Director owe a fiduciary duty to the Company under law and as such, the Company would have recourse against the Executive Director in the event of such breach of fiduciary duties.

Although Provision 8.1(a) of the Code recommends that companies fully disclose the name and remuneration of each Director and the CEO, the Board is of the opinion that it is not in the best interest of the Company to disclose the exact details of their remuneration due to the competitive pressures in the market. As such, the Board has elected not to fully disclose the remuneration of each individual Director and the CEO. The table below provides a breakdown of the level and mix of the remuneration of each Director and the CEO in bands of S$250,000 for FY2020:–

Remuneration Band and Name of Director and CEO	**Salary**	**Bonus/Profit Sharing**	**Fees**	**Benefits in Kind**	**Total**
	%	**%**	**%**	**%**	**%**
Up to S$250,000					
Mr Kyle Arnold Shaw, Jr	–	–	100	–	100
Mr Peter Pil Jae Ko	–	–	100	–	100
Mr Danny Lien Chong Tuan	–	–	100	–	100
Mr David Wood Hudson	–	–	100	–	100
Mr Paul Jay De Mand*	–	–	100	–	100
Mr Lim Shook Kong	–	–	100	–	100
Mr Alan John Hargreaves**	–	–	100	–	100
S$500,001 to S$750,000					
Mr Perry Kennedy^	80	7	–	13	100
Mr Tan Song Boon^^	66	17	–	17	100

* Appointed on 1 July 2019
** Resigned on 9 November 2019
^ Resigned as CEO on 1 August 2019
^^ Re-designated from CFO to CEO on 1 August 2019

Principle 8.1(b) of the Code recommends that companies disclose the name and remuneration of at least the top five key management personnel (who are not Directors or the CEO) in bands of S$250,000. As best practice, companies are encouraged to fully disclose the remuneration of the said top five key management personnel. In addition, companies should also disclose the aggregate of the total remuneration paid or payable to the top five key management personnel (who are not Directors and the CEO).

The Board is of the opinion that it is not in the best interest of the Company to disclose the exact details of their remuneration due to the competitiveness of the market for key talent. As such, the Board has deviated from complying with the above recommendation. The Board only partially complies with the above recommendation by providing below a breakdown showing the level and mix of remuneration of each of the top five key management personnel (who are not Director or the CEO) in bands of S$250,000 for FY2020.

Remuneration Band and Name of Executive	**Salary**	**Bonus/Profit Sharing**	**Fees**	**Benefits in Kind**	**Total**
	%	**%**	**%**	**%**	**%**
Up to S$250,000					
Ms Wong Soo Pin*	100	–	–	–	100
S$250,001 to S$500,000					
Mr James Peter Parsons**	70	6	–	24	100

* Appointed as Chief Financial Officer on 3 January 2020
** Resigned as Chief Operating Officer on 4 February 2020

The Company does not have any employee who is an immediate family member of a Director or the CEO and whose remuneration exceeds S$50,000 for FY2020.

The Board believes that there is sufficient transparency on the Company's remuneration policies, level and mix of remuneration, the procedure for setting remuneration and the relationships between remuneration, performance and value creation are consistent with the intent of Principle 8 of the Code.

Further information on Directors and the key management personnel is on pages 20 to 22 of this Annual Report.

The Company has in place a share option scheme known as AMOS ESOS.

On 27 December 2018, 31,791,000 options have been granted under the AMOS ESOS. Details of the AMOS ESOS can be found on pages 50 to 51 under the Directors' Statement of this Annual Report. The Company had on 24 June 2020 announced that 31,791,000 AMOS ESOS to subscribe for ordinary shares of the Company had expired and lapsed on 28 December 2019.

(C) ACCOUNTABILITY AND AUDIT

Principle 9: Risk Management and Internal Controls

The Board recognises that it is responsible for ensuring that Management maintains a sound system of risk management and internal controls to safeguard shareholders' interests and the Company's assets and determines the nature and extent of the significant risks which the Board is willing to take in achieving its strategic objectives.

Management is responsible to the Board for the design, implementation and monitoring of the Group's risk management and internal control systems and to provide the Board with a basis to determine the Company's level of risk tolerance and risk policies.

The Board regularly reviews and improves its business and operational activities to identify areas of significant business risks as well as making appropriate measures to control and mitigate these risks. Management reviews the Group's business and operational activities in respect of the key risk control areas including financial, operational, compliance and information technology controls and continues to apply appropriate measures to control and mitigate these risks. All significant matters are highlighted to the AC for further discussion.

The Board has engaged the services of an independent accounting and auditing firm, PricewaterhouseCoopers Risk Services Pte. Ltd. ("PwC") as its internal auditors (the "internal auditors").

The Board and the AC also work with the internal auditors, external auditors and the Management on their recommendations to institute and execute relevant controls with a view to enhance the Group's risk management system. The Group's risk management framework is supported by risk reporting dashboard and risk registers.

The Board notes that no cost effective system of internal controls and risk management systems could provide absolute assurance against the occurrence of material errors, losses, fraud or other irregularities. The Board also believes its responsibility of overseeing the Company's risk management framework and policies are well supported.

For FY2020, the Board and the AC have received assurance from the CEO and CFO on the adequacy and effectiveness of the Group's risk management and internal control systems, and that the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances.

In view of the above and based on the internal controls established and maintained by the Group, work performed by the internal auditors and external auditors, and reviews performed by Management, various Board Committees and the Board, the Board with the concurrence of the AC, is of the view that the Group's internal control system and risk management system, addressing financial, operational, compliance and information technology controls and risk management system, put in place during FY2020 are adequate and effective.

The Board did not establish a separate Board Risk Committee as the Board is already currently assisted by the Management with review by the AC in carrying out its responsibility of overseeing the Group's risk management framework and policies.

Principle 10: Audit Committee

The AC consists of two (2) Independent Directors and one (1) Non-Executive Director, the majority of whom, including the Chairman, are independent.

Mr Lim Shook Kong	–	Chairman
Mr Paul Jay De Mand	–	Member
Mr Peter Pil Jae Ko	–	Member

The Board is of the opinion that the AC chairman and members of the AC are appropriately qualified with the relevant accounting, financial, business management and corporate experience to discharge their responsibilities.

The key terms of reference of the AC are to:–

a) review the audit plans of the Company's external auditors and the internal auditors, including the results of the internal auditors' review and evaluation of the system of internal controls;

b) review the external auditors' reports;

c) review with independent internal auditors the findings of their review report, internal control process and procedures, and make recommendations on the internal control process and procedures to be adopted by the Company;

d) review the recommendations of the external and internal auditors and monitor the implementation of an automated inventory and information system;

e) review the co-operation given by the Directors and Management to the external auditors and internal auditors;

f) review the financial statements of the Company and the Group, and discuss any significant adjustments, major risk areas, changes in accounting policies, compliance with Singapore Financial Reporting Standards, concerns and issues arising from the audits including any matters which the auditors may wish to discuss in the absence of Management, where necessary, before their submission to the Board for approval;

g) commission and review the findings of internal investigation of any suspected fraud, irregularity or infringement of any relevant laws, rules or regulations, which has or is likely to have a material impact on the Group's operating results or financial position and the Management's response;

h) make recommendations to the Board on the appointment, re-appointment and removal of the external and internal auditors, and approve the remuneration and terms of engagement of the external and internal auditors;

i) review the key financial risk areas, with a view to providing independent oversight on the Group's financial reporting, with the outcome of such review to be disclosed in the annual reports or, if the findings are material, to be immediately announced via SGXNET;

j) review and recommend to the Board the types of risks or risk appetite the Company undertakes to achieve its business strategies. Oversee the risk management framework, policies and resources to manage and report risks within the Company's risk appetite;

k) review, either internally or with the assistance of any third parties and report to the Board at least annually the adequacy and effectiveness of the Company's internal controls, including financial, operational, compliance, risk management policies and information technology controls;

l) recommend to the Board on the opinion and disclosure in the annual report on the adequacy and effectiveness of the Company's risk management and internal controls systems in accordance with the Listing Manual and Code of Corporate Governance;

m) review interested person transactions, falling within the scope of Chapter 9 of the Listing Manual, if any, and connected person transactions;

n) review transactions falling within the scope of Chapter 10 of the Listing Manual, if any;

o) review any potential conflicts of interest and set framework to resolve or mitigate any potential conflict of interest;

p) review and approve relevant policies and procedures implemented by the Group and conduct periodic review of such policies and procedures;

q) undertake such other reviews and projects as may be requested by the Board and report to the Board its findings from time to time on matters arising and requiring the attention of the AC;

r) review arrangements by which the Group's staff may, in confidence, raise concerns about improprieties in matters of financial reporting and to ensure those arrangements are in place for independent investigations of such matter and for appropriate follow-up; and

s) undertake generally such other functions and duties as may be required by law or the Listing Manual, and by such amendments made thereto from time to time.

The AC meets at least twice yearly and plays a key role in assisting the Board to review significant financial reporting issues and judgments to ensure the quality and integrity of the accounting reports, the audit procedures, internal controls, financial statements and any announcements relating to the Company's financial performance.

The AC reviews the adequacy and effectiveness of the Group's internal controls, including financial, operational, compliance and information technology controls and risk management systems through discussion with Management and its auditors and reports to the Board annually.

The AC reviews annually the adequacy of the internal audit function to ensure that the internal audit resources are adequate and that the internal audits are performed effectively.

The AC examines the internal audit plans, determines the scope of audit examination and approves the internal audit budget. It also oversees the implementation of the improvements required on internal control weaknesses identified and ensures that Management provides the necessary co-operation to enable the internal auditors to perform its function.

The AC meets with the internal auditors and the external auditors, in each case, without the presence of the Management, at least annually. Matters to discuss include the reasonableness of the financial reporting process, the internal control process, the adequacy of resources, audit arrangements with particular emphasis on the observations and recommendations of the external auditors, the scope and quality of their audits and the independence and objectivity of the external auditors and any matters that may be raised.

The AC also reviews the independence and objectivity of the external auditors and having reviewed the scope and value of non-audit services provided to the Group by the external auditors, KPMG LLP ("KPMG" or the "external auditors"), are satisfied that the nature and extent of such services will not prejudice the independence and objectivity of the external auditors. The AC has recommended to the Board the nomination of KPMG for re-appointment as auditors of the Company at the forthcoming AGM.

The AC has explicit authority to investigate any matter within its terms of reference. It has full access to the Management and full discretion to invite any Director or key management personnel or any executive officer to attend its meetings. The AC is reasonably resourced to enable it to discharge its functions properly. During FY2020, the AC has received full co-operation from the Management and the Group's officers in the course of it carrying out its duties. It is also satisfied with the adequacy of the scope and quality of the external audits being conducted by KPMG.

The Company is in compliance with Rules 712 and 715 of the Listing Manual in relation to its external auditors.

To keep abreast of changes to the accounting standards and issues which have a direct impact on the Group's financial statements, the AC sought updates and advice from the external auditors during the audit planning meeting and the AC meetings.

No former partner or director of the Company's existing auditing firm or audit corporation is a member of the AC.

The Company has adopted a Whistle-Blowing Policy to provide a channel for its employees to report in good faith and in confidence their concerns about possible improprieties in the matter of financial reporting or in other matters. The Whistle-Blowing Policy provides for procedures to validate concerns and for investigation to be carried out independently. For FY2020, there were no reported incidents pertaining to whistle blowing.

The audit and non-audit fees paid or payable to the Company's external auditors for FY2020 are set out on page 112 of this Annual Report.

Each member of the AC abstains from voting on any resolutions and making any recommendation and/or participating in discussion on matters in which he is interested.

Internal Audit

The AC approves the hiring, removal, evaluation and compensation of the internal auditors. The internal audit function of the Company is outsourced to PwC. The internal auditors report primarily to the Chairman of the AC and have full access to the documents, records properties and personnel including access to the AC.

The Board recognizes its responsibilities in ensuring a sound system of internal controls to safeguard shareholders' investments and the Company's assets. Rule 719(1) of the SGX-ST Listing Manual requires an issuer to have a robust and effective system of internal controls, addressing financial, operational, compliance risks and information technology. Effective internal controls not only refer to financial controls but include, among others, business risk assessment, operational, compliance and information technology controls.

The internal audit plan is approved by the AC and the results of the audit findings are submitted to the AC for its review. The internal auditors conducted an annual review in accordance with their audit plans, the effectiveness of the Company's internal controls, including financial, operational, compliance and information technology risks. Any material non-compliance or failures in internal controls and recommendations for improvements were reported to AC. The AC, together with the Board has also reviewed the effectiveness of the actions taken by Management on the recommendations made by the internal auditors in this respect. The Board and the AC are of the view that the internal audit is adequately resourced and has the appropriate standing within the Group.

The AC is satisfied that the internal auditors have adequate resources to perform their function effectively and are staffed by suitably qualified and experienced professionals with the relevant experience.

The methodology guiding the internal audit work is aligned with the Standards for the Professional Practice of Internal Auditing laid down by the International Professional Practices Framework issued by the Institute of Internal Auditors.

On an annual basis, the AC reviews the internal audit program and function to ensure the adequacy and effectiveness of the Group's internal audit function as well as to align it to the changing needs and risk profile of the Group's activities.

(D) SHAREHOLDER RIGHTS AND ENGAGEMENT AND MANAGING STAKEHOLDER RELATIONSHIPS

Principle 11: Shareholder Rights and conduct of General Meetings

Principle 12: Engagement with Shareholders

Principle 13: Engagement with Stakeholders

The Company treats all shareholders fairly and equitably and respects shareholders' rights. The Company continually reviews and updates governance arrangements with regard to shareholders' rights.

Relevant information pertaining to the Group, such as changes in the Company or its business which would affect the share price of the Company is disseminated in a timely manner to shareholders through public announcements via SGXNET or through circulars to shareholders and the annual reports.

The Company has appointed an external investor relations firm to facilitate the communication with all stakeholders (shareholders, analysts and media) on a regular basis, to attend to their queries or concerns as well as to keep the investors apprised of the Group's corporate developments and financial performance. To enable shareholders to contact the Company easily, the contact details of the investor relations function are set out in page 23 of this Annual Report as well as on the Company's website. The Company has procedures in place with regard to responding to investors' queries.

Shareholders are encouraged to participate effectively in voting procedures relating to the general meetings.

The Company does not practice selective disclosure. The Company avoids boilerplate disclosures and provides detailed and forthcoming disclosure in its announcements to the SGX-ST. Such announcements are also available on the Company's website.

The Company's constitution allows a shareholder to appoint one or two proxies to attend and vote at the general meetings on his/her behalf. On 3 January 2016, the legislation was amended, among other things to allow certain members, defined as "relevant intermediary" to attend and participate in general meeting without being constrained by the two-proxy requirement. Relevant intermediary includes corporations holding licenses in providing nominee and custodial services and Central Provident Fund Board ("CPF") which purchases shares on behalf of the CPF investors.

All shareholders receive reports or circulars of the Company including notice of general meeting by post within the mandatory period. Notice of general meeting is announced through SGXNET and published in the newspapers within the same period.

All registered shareholders are invited to participate and given the right to vote on resolutions at general meetings. Every matter requiring shareholders' approval is proposed as a separate resolution. Each item of special business included in the notice of the meeting is accompanied, where appropriate, by an explanation for the proposed resolution. Proxy form is sent with notice of general meeting to all shareholders. Separate resolutions are proposed for substantially separate issues at the meeting.

The Constitution of the Company allows members of the Company to appoint not more than two proxies to attend and vote on their behalf. As the authentication of shareholder identity information and other related security issues still remain a concern, the Company has decided, for the time being, not to implement voting in absentia by mail, email or fax.

All Directors, including Chairman of the Board and the respective Chairman of the AC, NC and RC, the Management, and the external auditors are in attendance at general meetings to address any queries of the shareholders. For FY2019, all the Directors were present at the AGM and Extraordinary General Meeting held on 26 July 2019 and addressed shareholders' questions.

The Company with the help of the Company Secretary prepares minutes of general meetings that include substantial and relevant comments relating to the agenda of the meetings and responses from the Board and Management and such minutes, where relevant will be made available to shareholders upon their request. The Company is of the view that the minutes of general meetings should only be made available to its shareholders who have genuine interests in the Company. Hence, publication of minutes of general meetings on the Company's corporate website is not necessary.

The Company will put all resolutions to vote by poll and make an announcement of the detailed results showing the number of votes cast for and against each resolution and the respective percentages for general meetings. Electronic poll voting may be efficient in terms of speed but may not be cost effective. In this respect, the Group did not adopt electronic poll voting.

Dividend Policy

The Company does not have a formal dividend policy. The declaration and payment of dividends will be determined at the sole discretion of the Board subject to approval of the shareholders. In making their recommendation, the Board will consider the Group's cash, gearing, return on equity and retained earnings, actual and projected financial performance and working capital needs, projected level of capital expenditure and other investment plans, restriction on payment of dividends imposed by the Company's financing arrangements (if any) and the general economic and business condition in countries which the Group operates. Any proposal for the declaration of dividends will be clearly communicated to the shareholders to the SGX-ST via SGXNET. No dividend has been declared for FY2020 due to the Group's loss position.

The Company maintains a corporate website to constantly communicate with stakeholders. The Company welcomes any comment, feedback and query from the stakeholders through the Company's corporate website and strives to engage and manage relationships with the stakeholders. Stakeholders may find such information on the investors relation section of the Company's corporate website.

The Company will publish its sustainability report within the stipulated timeline of SGX-ST for FY2020 separately.

Dealing in Securities

The Group has adopted an internal compliance code to provide guidance to its Directors and all employees of the Group with regard to dealings in the Company's securities. The code prohibits dealing in the Company's securities by the Directors and employees of the Group while in possession of unpublished price-sensitive information. Directors and employees are not allowed to deal in the Company's securities on short-term considerations and during the two weeks before the announcement of the Company's quarterly financial statements for its financial year and the one month before the announcement of the Company's full year financial results; or one month before the announcement of the Company's half year and full year financial statement with the cessation of quarterly reporting of financial results.

The Directors and employees are also required to adhere to the provisions of the Securities and Futures Act, Companies Act, the Listing Manual and any other relevant regulations with regard to their securities transactions. They are also expected to observe insider trading laws at all times even when dealing in securities within the permitted trading period.

Material Contracts

Save as disclosed below and note 28 and 31 to the financial statements, there were no other material contracts of the Company or its subsidiaries involving the interest of the CEO, any Director or controlling shareholder either still subsisting as at 31 March 2020 or if not then subsisting, entered into since the end of the previous financial year.

a) Letter of Appointment of Mr Tan Song Boon dated 1 August 2019.

Interested Person Transactions

The Group does not have a general mandate from shareholders for Interested Person Transactions ("IPTs") pursuant to Rule 920 of the Listing Manual of the SGX-ST.

All IPTs will be properly documented and submitted to the AC for quarterly review to ensure that they are carried out on an arm's length basis, on normal commercial terms and will not be prejudicial to the interests of the shareholders.

The Board will ensure all IPTs to be entered are complied with the relevant rules under Chapter 9 of the Listing Manual of the SGX-ST. The Company confirms that there were no IPTs of S$100,000 or more entered into for financial year under review.

During FY2020, the fees in excess of S$50,000 paid to the following Director were as follows:

Consultancy Fees paid to Mr Danny Lien Chong Tuan by:	2019 (S$'000)	2020 (S$'000)
AMOS Group Limited	Nil	81

Non-Audit Fees

The fees of non-audit services that were rendered by the Company's external auditors, KPMG, to the Group for FY2020 were S$6,000.

Use of Proceeds

As at the date of this Annual Report, further funds from the Net Proceeds have been utilized and the details are as depicted in table below:

Table showing utilization of Net Proceeds

Use of Net Proceeds	Revised Allocation of the Net Proceeds set out in the 23 May 2019 Announcement		Balance of Net Proceeds as at 1 April 2019	Net Proceeds utilized as at 31 December 2019	Balance of Net Proceeds as at 31 December 2019
	S$'000	%	S$'000	S$'000	S$'000
Repayment of loan	8,100	11.95	–	–	–
Strengthening the financial position of the Group by enlarging the Company's working capital(1)					
and capital base(1)	54,700	80.68	25,967	27,413	(1,446)
Growing the existing business of the Group(2)	5,000	7.37	2,640	1,194	1,446
Total	67,800		28,607	28,607	–

Breakdown of working capital as at 31 December 2019:

	S$'000
Upgrade of Group's existing facilities and purchase of equipment	9,122
Trade and other payables	19,485
Total	28,607

Notes (as set out in the 13 March 2018 Announcement):

(1) For the purposes of financing (i) the purchase of new equipment, (ii) the recruitment and retention of new sales and engineering staff, to bring in new sales and to provide technical know-how and services and/or create value-added products needed for the new sales respectively, in order to reduce inventory, (iii) upgrades and resizing of the Group's existing facilities and/or offices in order to tailor to future business needs, and (iv) the procurement of additional SAP modules to enhance corporate management and accounting controls.

(2) Including to (i) invest in marketing programs to enhance the Group's brand image in the marketplace and better position the Group for future business opportunities, (ii) pursue potential strategic growth opportunities (including alliances, mergers and acquisitions, joint ventures and investments as and when they may arise) and (iii) participate in tender bids with customers in the O&G and marine sectors.

Additional Information on Directors seeking re-election pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Mr Kyle Arnold Shaw, Jr and Mr David Wood Hudson are the Directors seeking re-election at the forthcoming annual general meeting of the Company to be convened on 27 August 2020 ("AGM") under Ordinary Resolutions 2 and 3 as set out in the Notice of AGM dated 11 August 2020 (collectively, the "Retiring Directors" and each a "Retiring Director").

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the information relating to the Retiring Directors as set out in Appendix 7.4.1 to the Listing Manual of the SGX-ST is set out below:

Name of Director	Kyle Arnold Shaw, Jr	David Wood Hudson
Date of Appointment	13 March 2018	14 March 2018
Date of Last Re-Appointment	23 July 2018	23 July 2018
Age	58	71
Country of principal residence	Hong Kong	United States of America
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	N.A.	N.A.
Whether appointment is executive, and if so, the area of responsibility	Executive. Responsible for the Group's overall management, formulating the Group's strategic directions and expansion plans, developing and maintaining relationships with the customers and suppliers and overseeing the Group's general operations.	No.
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Director	Independent Non-Executive Director. Chairman of Remuneration Committee and a member of Nominating Committee
Professional qualifications	Please refer to Directors' Profile on page 20 of Annual Report.	Please refer to Directors' Profile on page 21 of Annual Report.

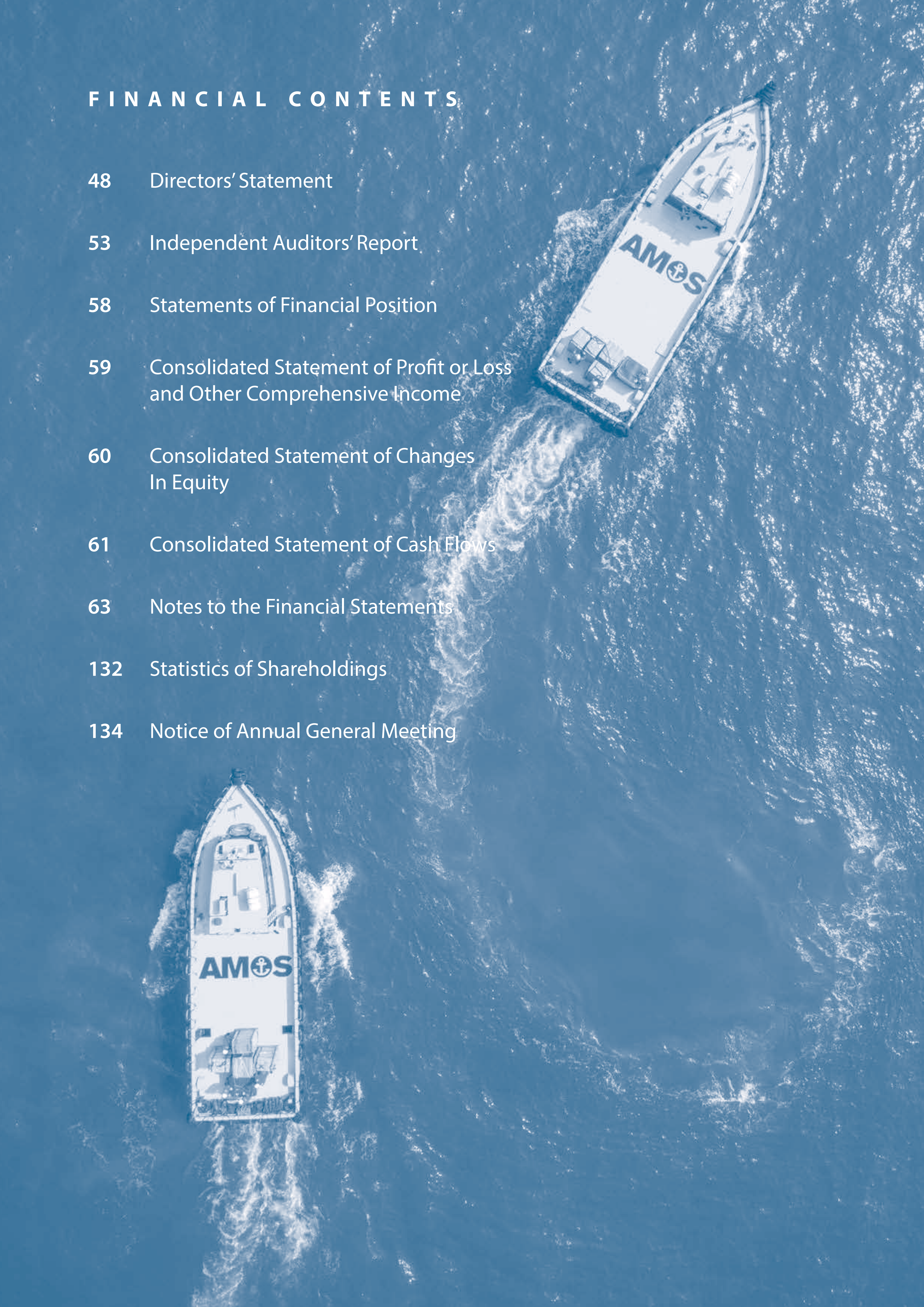
Name of Director	**Kyle Arnold Shaw, Jr**	**David Wood Hudson**
Working experience and occupation(s) during the past 10 years	Please refer to Directors' Profile on page 20 of Annual Report.	Please refer to Directors' Profile on page 21 of Annual Report.
Shareholding interest in the listed issuer and its subsidiaries	Kyle Arnold Shaw, Jr is deemed to be interested in 1,928,333,771 ordinary shares, representing 74.24% of the issued shares of the Company.	Nil
Any relationship (including immediate family relationship) with any existing director, existing executive officer, the issuer and/ or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Not applicable.	Not applicable.
Conflict of interest (including any competing business)	Nil	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Other principal commitments including directorships		
Past (for the last 5 years)	1. Yongle Tape Ltd. 2. Chosen Plastic Pte Ltd.	1. Darby Private Equity Overseas
Present	1. AMOS Group Limited 2. Shaw Kwei & Partners Ltd. 3. Shawkwei Investments LLC 4. SKP Capital (HK) Ltd 5. Beyonics Pte Ltd 6. ShawKwei & Partners Pte Ltd	1. AMOS Group Limited
Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given.		
(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

Name of Director	Kyle Arnold Shaw, Jr	David Wood Hudson
(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

Name of Director	Kyle Arnold Shaw, Jr	David Wood Hudson
(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
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:–		
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No

Name of Director	Kyle Arnold Shaw, Jr	David Wood Hudson
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere,	No	No
in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?		
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No
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 is a re-election of a director	Not applicable. This is a re-election of a director

FINANCIAL CONTENTS



We are pleased to submit this annual report to the members of the Company together with the audited financial statements for the financial year ended 31 March 2020.

In our opinion:

(a) the financial statements set out on pages 58 to 131 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2020 and the financial performance, changes in equity and cash flows of the Group for the year ended on that date in accordance with the provisions of the Singapore Companies Act, Chapter 50 and Singapore Financial Reporting Standards (International) ("SFRS(I)"); and

(b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

The Board of Directors has, on the date of this statement, authorized these financial statements for issue.

Directors

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

Mr Kyle Arnold Shaw, Jr
Mr Peter Pil Jae Ko
Mr Lim Shook Kong
Mr David Wood Hudson
Mr Danny Lien Chong Tuan
Mr Paul Jay De Mand
Mr Alan John Hargreaves (Resigned on 9 November 2019)

Directors' interests

According to the register kept by the Company for the purposes of Section 164 of the Companies Act, Chapter 50 (the Act), particulars of interests of directors who held office at the end of the financial year (including those held by their spouses and children) in shares, debentures, warrants and share options in the Company and in related corporations (other than wholly-owned subsidiaries) are as follows:

	Shareholdings registered in name of director	
Name of director and company in which interests are held	**Holdings at beginning of the year**	**Holdings at end of the year**
Company		
AMOS Group Limited (ordinary shares)		
Danny Lien Chong Tuan	220,275,734	220,275,734

Name of director and company in which interests are held	Shareholdings in which director is deemed to have an interest: Holdings at beginning of the year	Holdings at end of the year
Holding company		
PeakBayou Ltd.	*	*
(ordinary shares)		
Lighthouse Logistics Ltd	*	*
Kyle Arnold Shaw, Jr*		
Company		
AMOS Group Limited		
(ordinary shares)		
Kyle Arnold Shaw, Jr	1,915,105,771	1,928,333,771

* PeakBayou Ltd and Lighthouse Logistics Ltd are indirectly wholly-owned by the ShawKwei Group. The ShawKwei Group is under the control of Kyle Arnold Shaw, Jr.

By virtue of Section 7 of the Singapore Companies Act, Kyle Arnold Shaw, Jr is deemed to have interests in the Company and in all the related corporations of the Company.

As a result of the common control arrangement with effect 13 March 2018, the number of ordinary shares as at 31 March 2018 includes the new shares issued for the acquisition of Amos International Holdings Pte. Ltd. ("AIH").

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

Except as disclosed under the 'Share options' section of 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 in or debentures of the Company or any other body corporate.

The directors' interest in the shares of the Company at 21 April 2020 were the same as at 31 March 2020.

Share options

During the financial year, there were:

(i) on 27 December 2018, 31,791,000 options were recommended by the Board which are subject to certain terms set out in the letters granting the share options (including inter alia obtaining approvals from shareholders of the Company at a general meeting yet to be scheduled).

(ii) the Company had on 24 June 2020 announced that 31,791,000 options to subscribe for ordinary shares of the Company had expired and lapsed on 28 December 2019.

(iii) no shares issued by virtue of any exercise of options to take up unissued shares of the Company or its subsidiaries.

There were no unissued and approved shares of the Company or its subsidiaries or under options as at the end of the financial year.

Share Plan

The AMOS Employee Share Option Scheme ("ESOS") was approved by the shareholder on 24 September 2012 prior to the Company's listing on the Singapore Exchange Securities Trading Limited ("SGX-ST") on 25 October 2012. The ESOS is administered by the Remuneration Committee comprising Mr David Wood Hudson (Chairman), Mr Peter Pil Jae Ko and Mr Paul Jay De Mand.

(a) Participants

Executive directors, non-executive directors and confirmed full-time employees of the Group are eligible to participate in the ESOS.

(b) Size of the ESOS

The aggregate number of shares in respect of which the Remuneration Committee may grant options on any date, when added to the nominal amount of shares issued and issuable in respect of all options granted under the ESOS shall not exceed 15.0% of the issued share capital of the Company on the day immediately preceding the date of the relevant grant.

(c) Maximum entitlements

The aggregate number of shares comprised in any option to be offered to a participant under the ESOS shall be determined at the absolute discretion of the Remuneration Committee, which shall take into account (where applicable) criteria such as rank, past performance, years of service and potential for future development of that participant.

(d) Options, exercise period and exercise price

The options that are granted under the ESOS may have exercise prices that are, at the Remuneration Committee's discretion, set at a price (the "Market Price") equal to the average of the last dealt prices for the shares on the Official List of the SGX-ST for the five consecutive market days immediately preceding the relevant date of grant of the relevant option; or at a discount to the market price (subject to a maximum discount of 20.0%). Options which are fixed at the market price may be exercised after the first anniversary of the date of grant of that option while options exercisable at a discount to the Market Price may only be exercised after the second anniversary from the date of grant of the option. Options granted under the ESOS will have a life span of ten years.

(e) Duration of the ESOS

The ESOS shall continue in operation for a maximum duration of ten years and may be continued for any further period thereafter with the approval of shareholders by ordinary resolution in general meeting and of any relevant authorities which may then be required.

(f) At the end of the financial year, no awards have been granted under the ESOS.

Audit Committee

The Audit Committee of the Company, consisting two (2) independent directors and one (1) non-executive director, is chaired by Mr Lim Shook Kong, and includes Mr Peter Pil Jae Ko and Mr Paul Jay De Mand. The Audit Committee has met three times since the last Annual General Meeting ("AGM") and has reviewed the following, where relevant, with the executive directors and external and internal auditors of the Company:

(a) The audit plans and results of the internal auditors' examination and evaluation of the Group's systems of internal accounting controls;

(b) The Group's financial and operating results and accounting policies;

(c) The financial statements of the Company and the consolidated financial statements of the Group before their submission to the directors of the Company and external auditor's report on those financial statements;

(d) The quarterly, half-yearly and annual announcements as well as the related press releases on the results and financial position of the Company and the Group;

(e) The co-operation and assistance given by the management to the Group's external auditors;

(f) Interested person transactions falling within the scope of Chapter 9 of the Listing Manual, Section 8: Rules of Catalist of the Singapore Securities Trading Limited and other relevant statutory requirements and any potential conflicts of interests; and

(g) The re-appointment of the external auditors of the Group.

Auditors

The auditor, KPMG LLP, has indicated its willingness to accept re-appointment.

On behalf of the Board of Directors

Kyle Arnold Shaw, Jr
Director

Peter Pil Jae Ko
Director

27 July 2020

Report on the audit of the financial statements

Opinion

We have audited the financial statements of AMOS Group Limited ('the Company') and its subsidiaries ('the Group'), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 March 2020, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 58 to 131.

In our opinion, the accompanying consolidated financial statements of the Group and statement of financial position of the Company are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 ('the Act') and Singapore Financial Reporting Standards (International) ("SFRS(I)") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 March 2020 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group 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 '*Auditors' 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 *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.

Net realizable value of Energy business inventories (refer to Note 9 to the financial statements)	
The key audit matter	*How the matter was addressed in our audit*
Under SFRS(I) 1-2 Inventories, the Group's inventories are carried at the lower of cost and net realizable value. The assessment of the net realizable value requires the exercise of significant judgement. In particular, the Group holds significant amounts of accessories and wire ropes in the Energy business. The weak economic environment in the offshore oil and gas industry has resulted in slower demand for the Group's Energy business inventories. There is a risk that the inventories may not carried at lower of cost and net realizable value as at 31 March 2020. Based on the management's assessment, $1.7 million was recorded in cost of sales to write down identified inventory to its estimated market price or scrapped value to $47.1 million as at 31 March 2020.	In respect of the valuation of the Energy inventories, our procedures included, among others: • evaluated the appropriateness of the design and implementation of management's controls over the assessment of net realizable value. • reviewed the basis and methodologies adopted by management to arrive at the inventory written amount for offshore inventories. • reviewed the overall reasonableness and adequacy of the inventory written against past historical trends and other relevant quantitative factors such as to industry trend. • independently corroborated the written down values against recent sales transactions and prices quoted by suppliers.
Findings We found management's assessment of the written down Energy business inventories to their estimated net realizable values to be a reasonable estimate of the lower of cost and net realizable value of these inventories.	

Valuation of investment in subsidiaries, property, plant and equipment, right-of-use assets and intangible assets • *Property, plant and equipment (refer to Note 4 to the financial statements)* • *Right-of-use (ROU) assets (refer to Note 5 to the financial statements)* • *Intangible assets (refer to Note 6 to the financial statements)* • *Investment in subsidiaries (refer to Note 7 to the financial statements)*	
The key audit matter	*How the matter was addressed in our audit*
During the financial year, certain operations of the Group continued to incur operating losses. Accordingly, there is a need for the Group to re-assess whether there are impairment indicators and where applicable, to assess the recoverable amounts of the non-financial assets (including property, plant and equipment, ROU assets, intangible assets and investment in subsidiaries) and determine if any impairment loss should be recognized or reversed. The impairment assessment exercise and the estimation of the recoverable amount is highly subjective and involves significant management's judgement. For each cash generating unit (CGU) where management had assessed that there are impairment indicators as at 31 March 2020, management has estimated the recoverable amount of each CGU based on value in use (VIU) basis considering appropriate revenue growth rate, gross profit margin, terminal value and discount rate.	We reviewed management's assessment of impairment indicators and the appropriateness of management's determination of CGU. For recoverable amounts measured based on VIU, our audit procedures included obtaining an understanding of the Group's budgeting process upon which the forecasts are based, and assessment of management's key assumptions used, including the projected revenue growth rate, projected gross profit margin, terminal value and discount rates. We compared the key assumptions used to external market data, where available, and historical performance achieved by the CGUs. We also performed stress testing on key assumptions to evaluate the sensitivity of the outcomes, taking into account the downside scenarios against reasonably plausible changes to the key assumptions.
Findings The Group has a process for identifying and reviewing CGUs for impairment testing. The impairment test assessment incorporated the relevant considerations. The disclosures in describing the inherent degree of estimation uncertainty and the sensitivity of the assumptions applied are appropriate.	

Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

We have obtained all other information prior to the date of this auditors' report.

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

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

Responsibilities of management and directors for the financial statements

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

Auditors' 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 auditors' 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 skepticism 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 controls.

- Obtain an understanding of internal controls 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 controls.

- 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 auditors' 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 auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls 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 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 auditors' report unless the law or regulations preclude 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 auditors' report is Chiang Yong Torng.

KPMG LLP
Public Accountants and
Chartered Accountants

Singapore
27 July 2020

STATEMENTS OF FINANCIAL POSITION

As at 31 March 2020

	Note	Group 2020 $	Group 2019 $	Company 2020 $	Company 2019 $
Assets					
Property, plant and equipment	4	**73,121,302**	75,815,747	**129,604**	227,168
Right of use assets	5	**7,338,838**	–	**41,292**	–
Intangible assets	6	**3,244,940**	–	**3,244,940**	–
Club membership		**26,500**	26,500	**–**	–
Goodwill		**–**	124,619	**–**	–
Deferred tax assets	8	**326,031**	101,294	**–**	–
Subsidiaries	7	**–**	–	**161,617,940**	153,461,044
Associates		**42,108**	42,110	**–**	–
Non-current assets		**84,099,719**	76,110,270	**165,033,776**	153,688,212
Inventories	9	**53,333,612**	57,867,462	**–**	–
Trade receivables	10	**32,056,004**	32,512,310	**–**	1,744,721
Contract assets	21	**1,859,037**	3,465,176	**2,860,042**	333,790
Other receivables	11	**4,817,688**	4,540,446	**403,121**	769,125
Income tax receivables		**62,449**	32,972	**–**	–
Cash and bank balances	13	**18,880,891**	28,607,270	**564,214**	11,191,573
		111,009,681	127,025,636	**3,827,377**	14,039,209
Assets held for sale	12	**3,323,177**	8,555,087	**–**	–
Current assets		**114,332,858**	135,580,723	**3,827,377**	14,039,209
Total assets		**198,432,577**	211,690,993	**168,861,153**	167,727,421
Equity					
Share capital	14	**166,255,912**	166,255,912	**166,255,912**	166,255,912
Translation reserves		**641,694**	1,066,690	**–**	–
Other reserves	15	**597,710**	597,710	**–**	–
(Accumulated losses)/Retained earnings		**(55,815,004)**	(44,729,859)	**(1,685,884)**	551,566
Equity attributable to owners of the Company		**111,680,312**	123,190,453	**164,570,028**	166,807,478
Non-controlling interests		**(70,850)**	68,508	**–**	–
Total equity		**111,609,462**	123,258,961	**164,570,028**	166,807,478
Liabilities					
Bank borrowings	16	**22,177,897**	39,326,441	**–**	–
Deferred tax liabilities	8	**21,292**	61,646	**–**	9,015
Lease liabilities (2019: Finance lease liabilities)	17	**7,693,781**	88,514	**1,466,507**	–
Non-current liabilities		**29,892,970**	39,476,601	**1,466,507**	9,015
Bank borrowings	16	**13,895,809**	11,363,344	**–**	–
Lease liabilities (2019: Finance lease liabilities)	17	**2,207,045**	144,213	**889,190**	–
Income tax payable		**130,920**	39	**–**	–
Trade payables	18	**27,226,329**	26,092,465	**–**	–
Contract liabilities	21	**909,423**	394,549	**–**	–
Other payables	19	**12,152,619**	10,552,821	**1,935,428**	910,928
Provisions	20	**408,000**	408,000	**–**	–
Current liabilities		**56,930,145**	48,955,431	**2,824,618**	910,928
Total liabilities		**86,823,115**	88,432,032	**4,291,125**	919,943
Total equity and liabilities		**198,432,577**	211,690,993	**168,861,153**	167,727,421

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

		2020	2019
		$	$
Revenue	21	**128,621,755**	129,390,950
Cost of sales		**(107,904,692)**	(117,447,270)
Gross profit		**20,717,063**	11,943,680
Distribution costs		**(11,605,285)**	(11,050,668)
Administrative expenses		**(27,525,674)**	(26,629,660)
Other operating income	22	**14,736,760**	806,329
Other operating expenses	22	**(5,442,036)**	(6,849,366)
Finance costs	23	**(2,165,752)**	(2,595,377)
Loss before tax		**(11,284,924)**	(34,375,062)
Income tax	24	**61,762**	(96,894)
Loss for the year	25	**(11,223,162)**	(34,471,956)
Other comprehensive income:			
Items that will not be reclassified to profit or loss			
Revaluation of property, plant and equipment		**–**	20,459,885
Items that may be reclassified subsequently to profit or loss			
Translation (loss)/gain arising on consolidation, representing, other comprehensive income for the year, net of tax		**(426,337)**	374,892
Total comprehensive loss for the year		**(11,649,499)**	(13,637,179)
Loss attributable to:			
– Owners of the Company		**(11,085,145)**	(34,366,206)
– Non-controlling interests		**(138,017)**	(105,750)
		(11,223,162)	(34,471,956)
Total comprehensive loss attributable to:			
– Owners of the Company		**(11,510,141)**	(13,623,279)
– Non-controlling interests		**(139,358)**	(13,900)
		(11,649,499)	(13,637,179)
Basic and diluted loss per share	26	**(0.43 cents)**	(1.32 cents)

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

	Share capital $	Retained earnings/ (Accumulated losses) $	Translation reserve $	Other reserves: Merger reserves (Note 27) $	Other reserves: Revaluation reserves $	Attributable to owners of the Company $	Non-controlling interests $	Total equity $
Group								
At 1 April 2018	166,302,232	(10,363,653)	690,741	(19,769,268)	–	136,860,052	82,408	136,942,460
Total comprehensive income for the year								
Loss for the year	–	(34,366,206)	–	–	–	(34,366,206)	(105,750)	(34,471,956)
Other comprehensive income	–	–	375,949	–	–	375,949	(1,057)	374,892
Revaluation of Property, plant and equipment (Note 4)	–	–	–	–	20,366,978	20,366,978	92,907	20,459,885
Total comprehensive income for the year	–	(34,366,206)	375,949	–	20,366,978	(13,623,279)	(13,900)	(13,637,179)
Transactions with owners, recognized directly in equity								
Contributions by and distributions to owners								
Share issuance expenses	(46,320)	–	–	–	–	(46,320)	–	(46,320)
Total contributions by and distributions to owners	(46,320)	–	–	–	–	(46,320)	–	(46,320)
At 31 March 2019	166,255,912	(44,729,859)	1,066,690	(19,769,268)	20,366,978	123,190,453	68,508	123,258,961
At 1 April 2019	166,255,912	(44,729,859)	1,066,690	(19,769,268)	20,366,978	123,190,453	68,508	123,258,961
Total comprehensive income for the year								
Loss for the year	–	(11,085,145)	–	–	–	(11,085,145)	(138,017)	(11,223,162)
Other comprehensive income	–	–	(424,996)	–	–	(424,996)	(1,341)	(426,337)
Total comprehensive income for the year	–	(11,085,145)	(424,996)	–	–	(11,510,141)	(139,358)	(11,649,499)
At 31 March 2020	166,255,912	(55,815,004)	641,694	(19,769,268)	20,366,978	111,680,312	(70,850)	111,609,462

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

Year ended 31 March 2020

	Note	2020 $	2019 $
Cash flows from operating activities			
Loss before tax		**(11,284,924)**	(34,375,062)
Adjustments for:			
Interest expense		**2,165,752**	2,595,377
Interest income		**(37,875)**	(5,241)
Depreciation of property, plant and equipment		**7,231,383**	5,890,384
Amortization of intangible assets		**97,004**	–
Amortization of right of use assets		**1,678,090**	–
Impairment loss on trade receivables		**1,522,625**	765,950
Doubtful trade receivables recovered		**(38,828)**	(57,096)
Trade receivables written off		**252,926**	98,128
Other receivables (recovered)/written off		**(57,686)**	20,514
Loss on disposal of property, plant and equipment		**93,199**	768,082
Gain on disposal of assets held for sales		**(14,410,806)**	–
Share of profit from associate company		**–**	(11,864)
Loss on modification of right of use assets		**6,077**	–
Impairment of goodwill		**102,748**	286,424
Impairment of intangible assets	6	**–**	–
Impairment of property, plant and equipment	4	**164,191**	–
Impairment of assets held for sale		**108,637**	269,839
Net foreign exchange gain – unrealized		**(125,450)**	167,984
Inventory adjustment to market price		**1,699,118**	6,759,733
Inventory adjustment for scrapped inventories		**–**	3,321,182
Trade payables written back		**–**	27,522
Operating cash flows before movements in working capital		**(10,833,819)**	(13,478,144)
Changes in:			
Trade receivables		**(1,016,025)**	(7,221,554)
Other receivables		**(45,792)**	1,466,422
Contract assets		**1,618,229**	(1,564,225)
Inventories		**3,606,433**	15,619,044
Trade payables		**5,253,376**	1,039,552
Other payables		**(289,036)**	(8,898,581)
Contract liabilities		**511,412**	332,363
Provisions		**–**	(494,341)
Bank bills payable		**–**	(6,215,878)
Cash used in operating activities		**(1,195,222)**	(19,415,342)
Interest paid on bank bills		**(3,836)**	(58,526)
Interest received		**37,875**	5,241
Income tax paid		**(104,670)**	(246,576)
Net cash used in operating activities		**(1,265,853)**	(19,715,203)

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

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 March 2020

	Note	2020 $	2019 $
Cash flows from investing activities			
Proceeds on disposal of property, plant and equipment		**383,153**	1,071,805
Purchases of property, plant and equipment		**(9,427,690)**	(9,911,280)
Proceeds from disposal of assets held for sale		**19,534,078**	–
Purchases of intangible asset		**(317,435)**	–
Fixed deposit withdrawn/(placement)		**732,255**	(790,000)
Net cash from/(used in) investing activities		**10,904,361**	(9,629,475)
Cash flows from financing activities			
Repayment of loans in other payables		**–**	(3,399,588)
Interest paid on borrowings		**(2,133,134)**	(2,683,155)
Repayment of obligations under leased liabilities (2019: finance leases liabilities)		**(1,993,667)**	(1,139,991)
Proceeds from bank loans		**18,000,000**	48,150,000
Repayment of bank loans		**(35,185,476)**	(54,980,588)
Transaction costs for bank loans		**(250,000)**	(156,000)
Payment of share issue expenses		**–**	(46,320)
Restricted cash at bank		**(867,919)**	(817,515)
Net cash used in financing activities		**(22,430,196)**	(15,073,157)
Net decrease in cash and cash equivalents		**(12,791,688)**	(44,417,835)
Cash and cash equivalents at beginning of the year		**26,651,948**	71,019,330
Effect of exchange rate fluctuations on cash held		**118,081**	50,453
Cash and cash equivalents at end of the year		**13,978,341**	26,651,948
Cash and cash equivalents consist of:			
Cash and bank balances		**18,880,891**	28,607,270
Less:			
Fixed deposits placed		**(57,745)**	(790,000)
Restricted cash balances	13	**(1,685,434)**	(817,515)
Bank overdrafts	16	**(3,159,371)**	(347,807)
		13,978,341	26,651,948

Other supplementary disclosures:

During the year, the Group purchased property, plant and equipment with an aggregate cost of $5,407,113 (2019: $14,260,749) of which $Nil (2019: $Nil) was acquired under finance lease arrangements. $776,962 (2019: $4,797,538) remained unpaid as at the end of the reporting period.

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

These notes form an integral part of the financial statements.

The financial statements were authorized for issue by the Board of Directors on 27 July 2020.

1 DOMICILE AND ACTIVITIES

AMOS Group Limited ('the Company') is incorporated in Singapore. The address of the Company's registered office is 156 Gul Circle, Singapore 629613. The Company is listed on the Singapore Exchange. The holding company of AMOS Group Limited is PeakBayou Limited. PeakBayou Limited is 100% owned by a private equity fund, ShawKwei Asia Value Fund 2017 ("ShawKwei"), a Cayman Islands limited partnership.

The Company is primarily involved in investment holding and the provision of management services to its subsidiaries.

The principal activities of the significant subsidiaries are disclosed in Note 7 to the financial statements.

On 18 October 2018 AMOS Group Limited, a company controlled by Mr Kyle Arnold Shaw, Jr (75.64%) completed its acquisition of AMOS International Holdings Pte. Ltd. and its group of subsidiaries. The acquisition was accounted as a common control arrangement effective on 13 March 2018, the date that common control was first established and for this purpose comparatives are restated. Refer to Note 27 for details.

2 BASIS OF PREPARATION

2.1 Statement of compliance

The financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) (SFRS(I)).

This is the first set of the Group's annual financial statements in which SFRS(I) 16 *Leases* has been applied. The related changes to significant accounting policies are described in Note 2.5.

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except as otherwise described in the notes below.

2.3 Functional and presentation currency

These financial statements are presented in Singapore dollars, which is the Company's functional currency. All financial information presented in Singapore dollars has been rounded to the nearest dollar, unless otherwise stated.

2 BASIS OF PREPARATION (CONTINUED)

2.4 Use of estimates and judgements

The preparation of the financial statements in conformity with SFRS(I)s requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year are included in the following notes:

Note 4 to Note 6	–	impairment assessment of property, plant and equipment, ROU assets and intangible assets: key assumptions underlying recoverable amounts;
Note 7	–	impairment assessment of investment in subsidiary: key assumptions underlying recoverable amounts;
Note 9	–	determination of the net realizable value of inventory on the basis of significant unobservable inputs;
Note 10	–	measurement of expected credit loss (ECL) allowance for trade receivables and contract assets: key assumptions in determining the probability of default rate;
Note 24	–	Estimation of deferred tax assets on tax losses to be recognized.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

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

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement (with Level 3 being the lowest).

The Group recognizes transfers between levels of the fair value hierarchy as of the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in the following Note 33 – financial instruments.

2 BASIS OF PREPARATION (CONTINUED)

2.5 Changes in significant accounting policies

New standards and amendments

The Group has applied the following SFRS(I)s, amendments to and interpretations of SFRS(I) for the first time for the annual period beginning on 1 April 2019:

- SFRS(I) 16 *Leases*
- SFRS(I) INT 23 *Uncertainty over Income Tax Treatments*
- *Long-term Interests in Associates and Joint Ventures* (Amendments to SFRS(I) 1-28)
- *Borrowing Costs Eligible for Capitalization* (Amendments to SFRS(I) 1-23)

Other than SFRS(I) 16, the application of these amendments to standards and interpretations does not have a material effect on the financial statements.

SFRS(I) 16 *Leases*

The Group applied SFRS(I) 16 using the modified retrospective approach, under which lease liabilities are recognized with corresponding right-of-use assets at 1 April 2019 with no cumulative effect recognized in retained earnings. Accordingly, the comparative information presented for 2019 is not restated – i.e. it is presented, as previously reported, under SFRS(I) 1-17 and related interpretations. The details of the changes in accounting policies are disclosed below. Additionally, the disclosure requirements in SFRS(I) 16 have not generally been applied to comparative information.

Definition of a lease

Previously, the Group determined at contract inception whether an arrangement was or contained a lease under SFRS(I) INT 4 *Determining whether an Arrangement contains a Lease*. The Group now assesses whether a contract is or contains a lease based on the definition of a lease, as explained in SFRS(I) 16.

On transition to SFRS(I) 16, the Group elected to apply the practical expedient to grandfather the assessment of which transactions are leases. The Group applied SFRS(I) 16 only to contracts that were previously identified as leases. Contracts that were not identified as leases under SFRS(I) 1-17 and SFRS(I) INT 4 were not reassessed for whether there is a lease under SFRS(I) 16. Therefore, the definition of a lease under SFRS(I) 16 was applied only to contracts entered into or changed on or after 1 April 2019.

As a lessee

As a lessee, the Group leases many assets including properties, equipment and motor vehicles. The Group previously classified leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to the Group. Under SFRS(I) 16, the Group recognizes right-of-use assets and lease liabilities for most of these leases – i.e. these leases are on-balance sheet.

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone price. However, for leases of property the Group has elected not to separate non-lease components and account for the lease and associated non-lease components as a single lease component.

2 BASIS OF PREPARATION (CONTINUED)

2.5 Changes in significant accounting policies (Continued)

Leases classified as operating leases under SFRS(I) 1-17

Previously, the Group classified property leases as operating leases under SFRS(I) 1-17. On transition, for these leases, lease liabilities were measured at the present value of the remaining lease payments, discounted at the respective lessee entities incremental borrowing rates applicable to the leases as at 1 April 2019. Right-of-use assets are measured at either:

- their carrying amount as if SFRS(I) 16 had been applied since the commencement date, discounted using the Group's incremental borrowing rate at the date of initial application: the Group applied this approach to its largest property lease; or

- an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments: the Group applied this approach to all other leases.

The Group has tested its right-of-use assets for impairment on the date of transition and has concluded that there is no indication that the right-of-use assets are impaired.

The Group used a number of practical expedients when applying SFRS(I) 16 to leases previously classified as operating leases under SFRS(I) 1-17. In particular, the Group:

- did not recognize right-of-use assets and liabilities for leases for which the lease term ends within 12 months of the date of initial application;

- did not recognize right-of-use assets and liabilities for leases of low value assets (e.g. IT equipment);

- excluded initial direct costs from the measurement of the right-of-use asset at the date of initial application; and

- used hindsight when determining the lease term.

Leases classified as finance leases under SFRS(I) 1-17

The Group leases a number of items of motor vehicles and software. These leases were classified as finance leases under SFRS(I) 1-17. For these finance leases, the carrying amount of the right-of-use asset and the lease liability at 1 January 2019 were determined at the carrying amount of the lease asset and lease liability under SFRS(I) 1-17 immediately before that date.

Impact on financial statements

Impact on transition*

On transition to SFRS(I) 16, the Group recognized additional right-of-use assets and additional lease liabilities of $8,429,637 at 1 April 2019.

* For the impact of SFRS(I) 16 on profit or loss for the period, see Note 30. For the impact of SFRS(I) 16 on segment information, see Note 32. For the details of accounting policies under SFRS(I) 16 and SFRS(I) 1-17, see Note 3.14.

2 BASIS OF PREPARATION (CONTINUED)

2.5 Changes in significant accounting policies (Continued)

Impact on financial statements (Continued)

Impact on transition* (Continued)

When measuring lease liabilities for leases that were classified as operating leases, the Group discounted lease payments using its incremental borrowing rate at 1 April 2019. The weighted-average rate applied is 5.23%.

	1 April 2019 $
Operating lease commitments at 31 March 2019 as disclosed under SFRS(I) 1-17 in the Group's financial statements	16,571,099
Discounted using the incremental borrowing rate at 1 April 2019	15,920,222
Finance lease liabilities recognized as at 31 March 2019	232,727
– Recognition exemption for leases of low-value assets	(6,010)
– Recognition exemption for leases with less than 12 months of lease term at transition	(261,008)
– Modification of leases	(7,223,567)
Lease liabilities recognized at 1 April 2019	8,662,364

3 SIGNIFICANT ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, except as explained in Note 2.5, which addresses changes in accounting policies.

3.1 Basis of consolidation

(i) Business combinations

The Group accounts for business combinations using the acquisition method when control is transferred to the Group.

The Group measures goodwill at the date of acquisition as:

- the fair value of the consideration transferred; plus
- the recognized amount of any NCI in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the pre-existing equity interest in the acquiree,

over the net recognized amount (generally fair value) of the identifiable assets acquired and liabilities assumed. Any goodwill that arises is tested annually for impairment.

When the excess is negative, a bargain purchase gain is recognized immediately in profit or loss.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.1 Basis of consolidation (Continued)

(i) Business combinations (Continued)

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognized in profit or loss.

Any contingent consideration payable is recognized at fair value at the date of acquisition and included in the consideration transferred. If the contingent consideration that meets the definition of a financial instrument is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes to the fair value of the contingent consideration are recognized in profit or loss.

When share-based payment awards (replacement awards) are exchanged for awards held by the acquiree's employees (acquiree's awards) and relate to past services, then all or a portion of the amount of the acquirer's replacement awards is included in measuring the consideration transferred in the business combination. This determination is based on the market-based value of the replacement awards compared with the market-based value of the acquiree's awards and the extent to which the replacement awards relate to past and/or future service.

NCI that are present ownership interests and entitle their holders to a proportionate share of the acquiree's net assets in the event of liquidation are measured either at fair value or at the NCI's proportionate share of the recognized amounts of the acquiree's identifiable net assets, at the date of acquisition. The measurement basis taken is elected on a transaction-by-transaction basis. All other NCI are measured at acquisition-date fair value, unless another measurement basis is required by SFRS(I)s.

Costs related to the acquisition, other than those associated with the issue of debt or equity investments, that the Group incurs in connection with a business combination are expensed as incurred.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

(ii) Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

The accounting policies of subsidiaries have been changed when necessary to align them with the policies adopted by the Group. Losses applicable to the NCI in a subsidiary are allocated to the NCI even if doing so causes the NCI to have a deficit balance.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.1 Basis of consolidation (Continued)

(iii) Acquisitions from entities under common control

Business combinations arising from transfers of interests in entities that are under the control of the shareholder that controls the Group are accounted for as if the acquisition had occurred at the beginning of the earliest comparative year presented or, if later, at the date that common control was established; for this purpose comparatives are restated. The assets and liabilities acquired are recognized at the carrying amounts recognized previously in the Group controlling shareholder's consolidated financial statements. The components of equity of the acquired entities are added to the same components within Group equity and any gain/loss arising is recognized directly in equity.

(iv) Loss of control

When the Group loses control over a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognized in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

(v) Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealized income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealized gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealized losses are eliminated in the same way as unrealized gains, but only to the extent that there is no evidence of impairment.

(vi) Investments in associates and joint ventures (equity-accounted investees)

Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies of these entities. Significant influence is presumed to exist when the Group holds 20% or more of the voting power of another entity. A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Investments in associates and joint ventures are accounted for using the equity method. They are recognized initially at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and OCI of equity-accounted investees, after adjustments to align the accounting policies with those of the Group, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases.

When the Group's share of losses exceeds its investment in an equity-accounted investee, the carrying amount of the investment, together with any long-term interests that form part thereof, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation to fund the investee's operations or has made payments on behalf of the investee.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.1 Basis of consolidation (Continued)

(vii) Subsidiaries and associates in the separate financial statements

Investments in subsidiaries and associates are stated in the Company's statement of financial position at cost less accumulated impairment losses.

3.2 Foreign currency

(i) Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortized cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortized cost in foreign currency translated at the exchange rate at the end of the year.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are generally recognized in profit or loss.

(ii) Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Singapore dollars at exchange rates at the reporting date. The income and expenses of foreign operations are translated to Singapore dollars at exchange rates at the dates of the transactions.

Foreign currency differences are recognized in OCI. However, if the foreign operation is a non-wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the NCI. When a foreign operation is disposed of such that control, significant influence is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while retaining control, the relevant proportion of the cumulative amount is reattributed to NCI. When the Group disposes of only part of its investment in an associate that includes a foreign operation while retaining significant influence, the relevant proportion of the cumulative amount is reclassified to profit or loss.

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely to occur in the foreseeable future, foreign exchange gains and losses arising from such a monetary item that are considered to form part of a net investment in a foreign operation are recognized in OCI, and are presented in the translation reserve in equity.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.3 Financial instruments

(i) Recognition and initial measurement

Non-derivative financial assets and financial liabilities

Trade receivables issued is initially recognized when they are originated. All other financial assets and financial liabilities are initially recognized when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Classification and subsequent measurement

Non-derivative financial assets

On initial recognition, a financial asset is classified as measured at amortized cost.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Financial assets at amortized cost

A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and

- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets: Business model assessment

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realizing cash flows through the sale of the assets;

- how the performance of the portfolio is evaluated and reported to the Group's management;

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.3 Financial instruments (Continued)

(ii) Classification and subsequent measurement (Continued)

Financial assets: Business model assessment (Continued)

- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

Non-derivative financial assets: Assessment whether contractual cash flows are solely payments of principal and interest

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable rate features;
- prepayment and extension features; and
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a significant discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.3 Financial instruments (Continued)

(ii) Classification and subsequent measurement (Continued)

Non-derivative financial assets: Subsequent measurement and gains and losses

Financial assets at amortized cost

These assets are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognized in profit or loss. Any gain or loss on derecognition is recognized in profit or loss.

Non-derivative financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortized cost.

Other financial liabilities are initially measured at fair value less directly attributable transaction costs. They are subsequently measured at amortized cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognized in profit or loss. These financial liabilities comprised loans and borrowings, bank overdrafts, lease liabilities and trade and other payables.

(iii) Derecognition

Financial assets

The Group derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group enters into transactions whereby it transfers assets recognized in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognized.

Financial liabilities

The Group derecognizes a financial liability when its contractual obligations are discharged or cancelled, or expired. The Group also derecognizes a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognized at fair value.

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

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.3 Financial instruments (Continued)

(iv) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realize the asset and settle the liability simultaneously.

(v) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and short-term deposits with maturities of three months or less from the date of acquisition that are subject to an insignificant risk of changes in their fair value, and are used by the Group in the management of its short-term commitments. For the purpose of the statement of cash flows, bank overdrafts that are repayable on demand and that form an integral part of the Group's cash management are included in cash and cash equivalents.

(vi) Share capital

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognized as a deduction from equity. Income tax relating to transaction costs of an equity transaction is accounted for in accordance with SFRS (I) 1-12.

(vii) Intra-group financial guarantees in the separate financial statements

Financial guarantees are financial instruments issued by the Company that require the issuer to make specified payments to reimburse the holder for the loss it incurs because a specified debtor fails to meet payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at the higher of the loss allowance determined in accordance with SFRS(I) 9 and the amount initially recognized less, when appropriate, the cumulative amount of income recognized in accordance with the principles of SFRS(I) 15.

ECLs are a probability-weighted estimate of credit losses. ECLs are measured for financial guarantees issued as the expected payments to reimburse the holder less any amounts that the Company expects to recover.

Loss allowances for ECLs for financial guarantees issued are presented in the Company's statement of financial position as 'loans and borrowings'.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.4 Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost, which includes capitalized borrowing costs, less accumulated depreciation and accumulated impairment losses. The cost of certain items of property, plant and equipment at 1 April 2017, the Group's date of transition to SFRS(I), was determined with reference to its fair value at that date.

Cost includes expenditure that is directly attributable to the acquisition of the asset.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognized in profit or loss.

(ii) Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced component is derecognized. The costs of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred.

(iii) Revaluation of property, plant and equipment – Leasehold/Freehold land and buildings

Leasehold/Freehold land and buildings are measured at their revalued amounts, less accumulated depreciation and impairment losses recognized after the date of the revaluation. Valuations are performed with sufficient regularity to ensure that the carrying amount does not differ materially from the fair value of the building at the end of the reporting period.

Any revaluation surplus is recognized in other comprehensive income and accumulated in equity under the revaluation reserve, except to the extent that it reverses a revaluation decrease of the same asset previously recognized in profit or loss, in which case the increase is recognized in profit or loss. A revaluation deficit is recognized in profit or loss, except to the extent that it offsets an existing surplus on the same asset carried in the revaluation reserve.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. The revaluation surplus included in the revaluation reserve in respect of an asset is transferred directly to retained earnings on retirement or disposal of the asset.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.4 Property, plant and equipment (Continued)

(iv) Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is recognized as an expense in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment, unless it is included in the carrying amount of another asset. Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Group will obtain ownership by the end of the lease term. Freehold land is not depreciated.

Depreciation is recognized from the date that the property, plant and equipment are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

The estimated useful lives for the current and comparative years are as follows:

• freehold buildings	40 years
• leasehold land and buildings	7 to 30 years
• leasehold improvements	3 to 19 years
• plant, machinery and equipment	
– tools and equipment	2 to 10 years
– test-bed	15 years
• supply boat	15 years
• motor vehicles	3 to 10 years
• furniture and fittings	2 to 10 years
• office equipment	2 to 10 years
• right-of-use assets	1 to 21 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.5 Intangible assets and goodwill

(i) Goodwill

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets. For the measurement of goodwill at initial recognition, see Note 3.1(i).

Subsequent measurement

Goodwill is measured at cost less accumulated impairment losses. In respect of associates, the carrying amount of goodwill is included in the carrying amount of the investment, and an impairment loss on such an investment is not allocated to any asset, including goodwill, that forms part of the carrying amount of the associates.

(ii) Intangible asset

Customer relationships acquired in a business combination are identified and recognized separately from goodwill. The cost of such intangible assets is their fair value as at the acquisition date.

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortization and accumulated impairment losses, on the same basis as intangible assets acquired separately.

Other intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortization and accumulated impairment losses.

(iii) Amortization

Amortization is calculated based on the cost of the asset, less its residual value.

Amortization is recognized in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use. The estimated useful lives for the current and comparative years are as follows:

- trademarks 10 years
- capitalized software costs 5-7 years
- customer relationships 4-8 years

Amortization methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.6 Non-current assets held for sale

Non-current assets classified as held for sale is measured at the lower of their carrying amount and fair value less cost to sell. Non-current assets is classified as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use.

Property, plant and equipment and intangible assets once classified as held for sale are not depreciated or amortized.

3.7 Inventories

Inventories comprise wire ropes, accessories and trading goods for marine supplies. Inventories are measured at the lower of cost and net realizable value. Cost is calculated using the first-in, first-out method for accessories and marine supplies and specific identification method for wire ropes. In the case of manufactured inventories and work in progress, cost includes an appropriate share of production overheads based on normal operating capacity. Net realizable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

3.8 Impairment

(i) Non-derivative financial assets and contract assets

The Group recognizes loss allowances for ECLs on:

- financial assets measured at amortized costs;
- contract assets; and
- intra-group financial guarantee contracts (FGC).

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

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

Simplified approach

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

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.8 Impairment (Continued)

(i) Non-derivative financial assets and contract assets (Continued)

General approach

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

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

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

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

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

- the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realizing security (if any is held); or
- the financial asset remains outstanding for more than a reasonable range of past due days, taking into account consideration historical payment track record, current macroeconomics situation as well as general industry trend.

The Group considers a contract asset to be in default when the customer is unlikely to pay its contractual obligations to the Group in full, without recourse by the Group to actions such as realizing security (if any is held).

The Company considers a FGC to be in default when the debtor of the loan is unlikely to pay its credit obligations to the creditor and the Company in full, without recourse by the Company to actions such as realizing security (if any is held). The Company only applies a discount rate if, and to the extent that, the risks are not taken into account by adjusting the expected cash shortfalls.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.8 Impairment (Continued)

(i) Non-derivative financial assets and contract assets (Continued)

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortized cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- it is probable that the borrower will enter bankruptcy or other financial reorganization; or
- the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECLs in the statement of financial position

Loss allowances for financial assets measured at amortized cost and contract assets are deducted from the gross carrying amount of these assets.

Loss allowances for FGC are recognized as a financial liability to the extent that they exceed the initial carrying amount of the FGC less the cumulated income recognized.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.8 Impairment (Continued)

(ii) Non-financial assets

The carrying amounts of the Group's non-financial assets, other than inventories, contract assets and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill, and intangible assets that have indefinite useful lives or that are not yet available for use, the recoverable amount is estimated each year at the same time. An impairment loss is recognized if the carrying amount of an asset or its related cash-generating unit (CGU) exceeds its estimated recoverable amount.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs. Subject to an operating segment ceiling test, for the purposes of goodwill impairment testing, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. Goodwill acquired in a business combination is allocated to groups of CGUs that are expected to benefit from the synergies of the combination.

The Group's corporate assets do not generate separate cash inflows and are utilized by more than one CGU. Corporate assets are allocated to CGUs on a reasonable and consistent basis and tested for impairment as part of the testing of the CGU to which the corporate asset is allocated.

Impairment losses are recognized in profit or loss. Impairment losses recognized in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU (group of CGUs), and then to reduce the carrying amounts of the other assets in the CGU (group of CGUs) on a *pro rata* basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognized in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

Goodwill that forms part of the carrying amount of an investment in an associate is not recognized separately, and therefore is not tested for impairment separately. Instead, the entire amount of the investment in an associate is tested for impairment as a single asset when there is objective evidence that the investment in an associate may be impaired.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.9 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

3.10 Employee benefits

(i) Employee leave entitlement

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

(ii) Retirement benefits cost

Payments to defined contribution retirement benefit plans are charged as an expense when employees have rendered the services entitling them to the contributions. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

3.11 Provisions

Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognized as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.12 Revenue

Goods and services sold

Revenue from sale of goods and services in the ordinary course of business is recognized when the Group satisfies a performance obligation (PO) by transferring control of a promised good or service to the customer. The amount of revenue recognized is the amount of the transaction price allocated to the satisfied PO.

The transaction price is allocated to each PO in the contract on the basis of the relative stand-alone selling prices of the promised goods or services. The individual standalone selling price of a good or service that has not previously been sold on a stand-alone basis, or has a highly variable selling price, is determined based on the residual portion of the transaction price after allocating the transaction price to goods and/or services with observable stand-alone selling prices. A discount or variable consideration is allocated to one or more, but not all, of the POs if it relates specifically to those POs.

The transaction price is the amount of consideration in the contract to which the Group expects to be entitled in exchange for transferring the promised goods or services. The transaction price may be fixed or variable and is adjusted for time value of money if the contract includes a significant financing component. Consideration payable to a customer is deducted from the transaction price if the Group does not receive a separate identifiable benefit from the customer. When consideration is variable, the estimated amount is included in the transaction price to the extent that it is highly probable that a significant reversal of the cumulative revenue will not occur when the uncertainty associated with the variable consideration is resolved.

Revenue may be recognized at a point in time or over time following the timing of satisfaction of the PO. If a PO is satisfied over time, revenue is recognized based on the percentage of completion reflecting the progress towards complete satisfaction of that PO.

3.13 Government grants

Government grants related to assets are recognized initially as deferred income at fair value when there is reasonable assurance that they will be received and the Group will comply with the conditions associated with the grant. These grants are then recognized in profit or loss as 'other income' on a systematic basis over the useful life of the asset. Grants that compensate the Group for expenses incurred are recognized in profit or loss are deducted against the expenses on a systematic basis in the same periods in which the expenses are recognized.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.14 Leases

The Group has applied SFRS(I) 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under SFRS(I) 1-17 and SFRS(I) INT 4. The details of accounting policies under SFRS(I) 1-17 and SFRS(I) INT 4 are disclosed separately.

Policy applicable from 1 April 2019

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group uses the definition of a lease in SFRS(I) 16.

This policy is applied to contracts entered into, on or after 1 April 2019.

(i) As a lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.14 Leases (Continued)

Policy applicable from 1 April 2019 (Continued)

(i) As a lessee (Continued)

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property in 'property, plant and equipment' and lease liabilities in 'loans and borrowings' in the statement of financial position.

Short-term leases and leases of low-value assets

The Group has elected not to recognize right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease.

(ii) As a lessor

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.14 Leases (Continued)

Policy applicable from 1 April 2019 (Continued)

(ii) As a lessor (Continued)

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, then the Group applies SFRS(I) 15 to allocate the consideration in the contract.

The Group applies the derecognition and impairment requirements in SFRS(I) 9 to the net investment in the lease (see Note 3.8(i)). The Group further regularly reviews estimated unguaranteed residual values used in calculating the gross investment in the lease.

Generally, the accounting policies applicable to the Group as a lessor in the comparative period were not different from SFRS(I) 16 except for the classification of the sub-lease entered into during current reporting period that resulted in a finance lease classification.

Policy applicable before 1 April 2019

For contracts entered into before 1 April 2019, the Group determined whether the arrangement was or contained a lease based on the assessment of whether:

- fulfilment of the arrangement was dependent on the use of a specific asset or assets; and
- the arrangement had conveyed a right to use the asset. An arrangement conveyed the right to use the asset if one of the following was met:
  - the purchaser had the ability or right to operate the asset while obtaining or controlling more than an insignificant amount of the output;
  - the purchaser had the ability or right to control physical access to the asset while obtaining or controlling more than an insignificant amount of the output; or
  - facts and circumstances indicated that it was remote that other parties would take more than an insignificant amount of the output, and the price per unit was neither fixed per unit of output nor equal to the current market price per unit of output.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.14 Leases (Continued)

Policy applicable before 1 April 2019 (Continued)

(i) As a lessee

In the comparative period, as a lessee the Group classified leases that transferred substantially all of the risks and rewards of ownership as finance leases. When this was the case, the leased assets were measured initially at an amount equal to the lower of their fair value and the present value of the minimum lease payments. Minimum lease payments were the payments over the lease term that the lessee was required to make, excluding any contingent rent. Subsequent to initial recognition, the assets were accounted for in accordance with the accounting policy applicable to that asset.

Assets held under other leases were classified as operating leases and were not recognized in the Group's statement of financial position. Payments made under operating leases were recognized in profit or loss on a straight-line basis over the term of the lease. Lease incentives received were recognized as an integral part of the total lease expense, over the term of the lease.

(ii) As a lessor

When the Group acted as a lessor, it determined at lease inception whether each lease was a finance lease or an operating lease.

To classify each lease, the Group made an overall assessment of whether the lease transferred substantially all of the risks and rewards incidental to ownership of the underlying asset. If this was the case, then the lease was a finance lease; if not, then it was an operating lease. As part of this assessment, the Group considered certain indicators such as whether the lease was for the major part of the economic life of the asset.

3.15 Tax

Tax expense comprises current and deferred tax. Current tax and deferred tax is recognized in profit or loss except to the extent that it relates to a business combination, or items recognized directly in equity or in OCI.

The Group has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under *SFRS(I) 1-37 Provisions, Contingent Liabilities and Contingent Assets*.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.15 Tax (Continued)

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss;
- temporary differences related to investments in subsidiaries and associates to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

The measurement of deferred taxes reflects the tax consequences that would follow the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

Deferred tax assets are recognized for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognize a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized; such reductions are reversed when the probability of future taxable profits improves.

Unrecognized deferred tax assets are reassessed at each reporting date and recognized to the extent that it has become probable that future taxable profits will be available against which they can be used.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Group to change its judgment regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.16 Earnings per share

The Group presents basic and diluted earnings per share data for its ordinary shares. Basic earnings per share is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted-average number of ordinary shares outstanding during the year, adjusted for own shares held. Diluted earnings per share is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted-average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares, which comprise convertible notes and share options granted to employees.

3.17 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Group's CEO (the chief operating decision maker) to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

Segment results that are reported to the Group's CEO include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets (primarily the Company's headquarters), head office expenses, and tax assets and liabilities.

Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment, and intangible assets other than goodwill.

3.18 New standards and interpretations not yet adopted

A number of new standards, interpretations and amendments to standards are effective for annual periods beginning after 1 April 2019 and earlier application is permitted; however, the Group has not early adopted the new or amended standards and interpretations in preparing these financial statements.

The following new SFRS(I)s, interpretations and amendments to SFRS(I)s are not expected to have a significant impact on the Group's consolidated financial statements and the Company's statement of financial position.

- *Amendments to References to Conceptual Framework* in SFRS(I) Standards
- *Definition of a Business* (Amendments to SFRS(I) 3)
- *Definition of Material* (Amendments to SFRS(I) 1-1 and SFRS(I) 1-8)
- SFRS(I) 17 *Insurance Contracts*

4 PROPERTY, PLANT AND EQUIPMENT

	Note	Freehold land and buildings $	Leasehold land and buildings $	Leasehold improvements $	Plant machinery and equipment $	Supply boat $	Motor vehicles $	Furniture and fittings $	Office equipment $	Construction in-progress $	Total $
Group											
Cost											
At 1 April 2018		5,360,807	35,968,644	2,370,354	32,029,859	1,079,241	3,152,205	3,298,703	5,678,133	331,335	89,269,281
Additions		–	10,552,363	4,222	891,234	–	117,550	1,183,413	730,922	781,045	14,260,749
Revaluation of property, plant and equipment		764,177	16,838,374	–	–	–	–	–	–	–	17,602,551
Disposals	27	–	–	–	(2,705,850)	–	(886,734)	(180,531)	(303,586)	–	(4,076,701)
Reclassification to assets held for sale	12	–	(13,859,381)	–	–	–	–	–	–	–	(13,859,381)
Transfer from inventories	9	–	–	–	51,912	–	–	–	–	–	51,912
Transfer from construction-in-progress		–	–	–	5,429	–	–	–	–	(5,429)	–
Effect of movements in exchange rates		(198,419)	–	21,384	137,092	–	2,931	(168)	4,044	10,405	(22,731)
At 31 March 2019		5,926,565	49,500,000	2,395,960	30,409,676	1,079,241	2,385,952	4,301,417	6,109,513	1,117,356	103,225,680
Additions		–	–	699,534	3,490,820	–	72,046	814,068	747,796	(417,151)	5,407,113
Disposals		–	–	(3,936)	(1,567,580)	–	(555,532)	(1,155,572)	(396,592)	(30,000)	(3,709,212)
Transfer		–	–	5,370	(21,995)	–	150,595	46,640	–	(180,610)	–
Transfer to inventories	9	–	–	–	(874,904)	–	–	–	–	–	(874,904)
Effect of movements in exchange rates		(138,747)	–	47,248	484,554	–	27,121	8,284	22,939	13,714	465,113
At 31 March 2020		5,787,818	49,500,000	3,144,176	31,920,571	1,079,241	2,080,182	4,014,837	6,483,656	503,309	104,513,790
Accumulated depreciation and impairment											
At 1 April 2018		123,987	6,418,442	502,765	15,813,696	301,033	2,127,965	2,747,791	3,533,367	–	31,569,046
Depreciation for the year		67,331	1,308,454	141,197	2,734,552	69,776	233,199	326,974	1,008,901	–	5,890,384
Disposals	27	–	–	–	(1,015,176)	–	(812,658)	(135,515)	(273,465)	–	(2,236,814)
Revaluation of property, plant and equipment		(190,351)	(2,692,442)	–	–	–	–	–	–	–	(2,882,793)
Reclassification to assets held for sale	12	–	(5,034,454)	–	–	–	–	–	–	–	(5,034,454)
Effect of movements in exchange rates		(967)	–	3,940	92,845	–	4,533	1,018	3,195	–	104,564
At 31 March 2019		–	–	647,902	17,625,917	370,809	1,553,039	2,940,268	4,271,998	–	27,409,933
Depreciation for the year		219,304	2,284,615	242,279	2,412,041	76,446	202,421	727,712	1,066,565	–	7,231,383
Disposals		–	–	(3,934)	(1,441,982)	–	(300,436)	(1,119,563)	(366,945)	–	(3,232,860)
Impairment		–	–	–	–	–	–	–	–	164,191	164,191
Transfer		–	–	4,820	(133,989)	–	98,006	31,163	–	–	–
Transfer to inventories		–	–	–	(488,447)	–	–	–	–	–	(488,447)
Effect of movements in exchange rates		(4,104)	–	18,456	256,657	–	24,964	1,360	10,955	–	308,288
At 31 March 2020		215,200	2,284,615	909,523	18,230,197	447,255	1,577,994	2,580,940	4,982,573	164,191	31,392,488
Carrying amounts											
At 1 April 2018		5,236,820	29,550,202	1,867,589	16,216,163	778,208	1,024,240	550,912	2,144,766	331,335	57,700,235
At 31 March 2019		5,926,565	49,500,000	1,748,058	12,783,759	708,432	832,913	1,361,149	1,837,515	1,117,356	75,815,747
At 31 March 2020		5,572,618	47,215,385	2,234,653	13,690,374	631,986	502,188	1,433,897	1,501,083	339,118	73,121,302

4 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Furniture and fittings $	Office equipment $	Total $
Company			
Cost			
At 1 April 2018	11,077	1,029,774	1,040,851
Additions	–	17,668	17,668
Disposals	(7,560)	(8,391)	(15,951)
At 31 March 2019	3,517	1,039,051	1,042,568
Additions	–	70,946	70,946
Disposals	(1,180)	(4,921)	(6,101)
At 31 March 2020	2,337	1,105,076	1,107,413
Accumulated depreciation			
At 1 April 2018	4,381	628,564	632,945
Depreciation for the year	1,025	188,209	189,234
Disposals	(3,213)	(3,566)	(6,779)
At 31 March 2019	2,193	813,207	815,400
Depreciation for the year	234	168,208	168,442
Disposals	(1,180)	(4,853)	(6,033)
At 31 March 2020	1,247	976,562	977,809
Carrying amounts			
At 1 April 2018	6,696	401,210	407,906
At 31 March 2019	1,324	225,844	227,168
At 31 March 2020	1,090	128,514	129,604

The Group's freehold land and buildings include the cost of freehold land of $2,338,476 (2019: $2,394,366).

In financial year ended 31 March 2019, there was a change in accounting policy for freehold land and buildings and leasehold land and buildings from cost model to revaluation model. The Group engaged independent real estate valuation experts to assess the fair value of its land and buildings as at 31 March 2019. The fair value of the land and building was determined by independent real estate valuation experts using an open market value approach (Level 2 fair value hierarchy) and resulted in a revaluation surplus of $20,459,885 recognized in other comprehensive income.

Had the Group's freehold land and buildings been carried under the cost model, the carrying amount of freehold land and buildings would be $4,653,740 (2019: $4,997,496). Had the Group's leasehold land and building been carried under the cost model, the carrying amount of leasehold and building would be $28,585,991 (2019: $29,969,184).

The Group has pledged certain property, plant and equipment with carrying amount of $47,215,385 (2019: $49,500,000) to secure banking facilities granted to the Group (Note 16). Certain of the Group's plant and equipment with total carrying amount of $190,100 (2019: $542,466) are under finance lease obligations (Note 17).

During the year, the Group transferred certain equipment with a carrying value of $874,904 (2019: $Nil) from plant, machinery and equipment to inventories as there was a change in the use of the equipment where the Group was able to sell these equipment as trading inventories.

4 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Impairment loss

During the financial year, management secured a buyer to sell a machine, and recognized an impairment loss of $164,191 (2019: $Nil) to write down the carrying value to its estimated selling price. The machine was sold subsequent to financial year end. The impairment loss is recognized in other operating expenses (Note 22).

Impairment assessment

During the financial year, certain operations of the Group continued to incur operating losses. Accordingly, there is a need for the Group to re-assess whether there are impairment indicators and where applicable, to assess the recoverable amounts of the non-financial assets (including property, plant and equipment, ROU assets, intangible assets and investment in subsidiaries) and determine if any impairment loss should be recognized or reversed.

For the purpose of impairment assessment, management has estimated the recoverable amounts based on their value-in-use.

As at 31 March 2020, the aggregate carrying amounts of property, plant and equipment, right-of-use assets and intangible assets attributed to the respective CGU are as follows:

	Energy CGU $	Marine Supply CGU $
Property, plant and equipment	23,893,269	23,893,269
Right-of-use assets	1,742,308	1,742,308
Intangible assets	1,851,513	908,550
	27,487,090	26,544,127

Key assumptions used in the calculation of the value-in-use are as follows:

	Energy CGU	Marine Supply CGU
Value-in-use assumptions:		
Average growth rate in revenue	3% to 10%	5% to 10%
Terminal value growth rate	0%	0%
Pre-tax discount rate	10.2%	9.9%

The cash flow projections were based on forecasts prepared by the management taking into account of past experience and existing market conditions. The discount rates applied to the cash flow projections were estimated based on weighted average cost of capital of similar assets.

4 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Impairment assessment (Continued)

The estimated recoverable amount of Energy and Marine Supply CGU exceeded its carrying amount by approximately $22,007,000 and $94,811,000 (2019: $Nil) respectively. Management has identified that a reasonably possible change in two key assumptions could cause the carrying amount to exceed the recoverable amount. The following table shows the amount by which these two assumptions would need to change individually for the estimated recoverable amount to be equal to the carrying amount.

	Change required for carrying amount to equal the recoverable amount	
	Energy CGU $	Marine Supply CGU $
Discount rate	11.5%	9.5%
Average growth rate in revenue	-3.5%	0% – 3%

Based on management's assessment, no impairment is required as the recoverable amount of the property, plant and equipment, right-of-use assets and intangible assets to be higher than its carrying amount.

5 RIGHT-OF-USE ASSETS

	Properties $	Equipment $	Motor vehicle $	Total $
Group				
Cost				
At 1 April 2019	–	–	–	–
Recognition of right-of-use assets on initial application of SFRS(I) 16	7,953,616	121,657	354,364	8,429,637
Adjusted balance at 1 April 2019	7,953,616	121,657	354,364	8,429,637
Additions	–	462,628	235,271	697,899
Derecognition of right-of-use assets	(375,891)	–	–	(375,891)
Foreign exchange movement	9,183	–	(635)	8,548
At 31 March 2020	7,586,908	584,285	589,000	8,760,193
Accumulated depreciation				
At 1 April 2019	–	–	–	–
Depreciation for the year	1,325,048	151,894	201,148	1,678,090
Derecognition of right-of-use assets	(256,735)	–	–	(256,735)
At 31 March 2020	1,068,313	151,894	201,148	1,421,355

5 RIGHT-OF-USE ASSETS (CONTINUED)

	Properties $	Equipment $	Motor vehicle $	Total $
Group				
Carrying amounts				
At 31 March 2020	6,518,595	432,391	387,852	7,338,838

	Properties $	Motor vehicle $	Total $
Company			
Cost			
At 1 April 2019	–	–	–
Recognition of right-of-use assets on initial application of SFRS(I) 16	189,793	74,330	264,123
Adjusted balance at 1 April 2019	189,793	74,330	264,123
Additions	–	–	–
Derecognition of right-of-use assets	(189,793)	–	(189,793)
At 31 March 2020	–	74,330	74,330
Accumulated depreciation			
At 1 April 2019	–	–	–
Depreciation for the year	128,793	33,038	161,831
Derecognition of right-of-use assets	(128,793)	–	(128,793)
At 31 March 2020	–	33,038	33,038
Carrying amounts			
At 31 March 2020	–	41,292	41,292

6 INTANGIBLE ASSETS

	Customer Relationship $	Trademark $	Software $	Total $
Group and Company				
Cost				
At 1 April 2018 and 31 March 2019	5,874,849	–	–	5,874,849
Additional	–	431,812	2,910,132	3,341,944
At 31 March 2020	5,874,849	431,812	2,910,132	9,216,793

6 INTANGIBLE ASSETS (CONTINUED)

	Customer Relationship $	Trademark $	Software $	Total $
Group and Company				
Amortization				
At 1 April 2018 and 31 March 2019	2,521,413	–	–	2,521,413
Amortization for the year	–	–	97,004	97,004
At 31 March 2020	2,521,413	–	97,004	2,618,417
Impairment				
At 1 April 2018 and 31 March 2019	3,353,436	–	–	3,353,436
Impairment for the year	–	–	–	–
At 31 March 2020	3,353,436	–	–	3,353,436
Carrying amounts				
At 1 April 2018 and 31 March 2019	–	–	–	–
At 31 March 2020	–	431,812	2,813,128	3,244,940

Certain of the Group's intangible assets with total carrying amount of $2,813,128 (2019: $Nil) are under lease obligations (Note 17).

The amortization expense was included under "Administrative expenses" in the consolidated statement of profit or loss and other comprehensive income.

The recoverable amounts of the intangible assets are determined from value in use calculations. Refer to Note 4 for details of impairment assessment performed over intangible assets.

7 SUBSIDIARIES

	Company	
	2020 $	2019 $
Investments in subsidiaries	**53,982,006**	54,063,849
Less: Accumulated impairment losses	**–**	(81,839)
	53,982,006	53,982,010
Interest in subsidiary	**13,924,492**	–
Advances to subsidiaries	**54,391,294**	52,303,392
Due from subsidiaries	**542,604**	124,178
Loans due from subsidiaries	**38,777,544**	47,051,464
	161,617,940	153,461,044

7 SUBSIDIARIES (CONTINUED)

Movement in allowance for impairment losses:

	Company	
	2020	**2019**
	$	**$**
At 1 April	**81,839**	81,839
Charged to profit or loss	**4**	–
Utilization of impairment loss	**(81,843)**	–
At 31 March	**–**	81,839

During the year, the Company waived the loan due from AMOS International (S) Pte Ltd ("AIS"). Accordingly, the loan has been reclassified from loan due from subsidiary to interest in subsidiary and it forms parts of investment in the AIS when settlement is neither planned nor likely to occur in the foreseeable future.

Advances to subsidiaries are interest free with no fixed term of repayment.

Loans due from subsidiaries bear interest of 3.5% to 4.0% (2019: 3.5% to 4.0%) per annum with no fixed term of repayment.

Impairment assessment

The recoverable amounts of the cash generating units used in assessing for impairment are determined from value in use calculations. The key assumptions used for the value in use calculations are those regarding the discount rates and growth rates. Management estimates discount rates using pre-tax rates that reflect current market assessments of the time value of money and the risks specific to the cash generating units. The growth rates are based on industry growth forecasts.

The Company prepared cash flow forecasts for the subsidiaries derived from the most recent financial budgets approved by management for the next five years and estimated cash flows for the following five years. The pre-tax rate used to discount the cash flows are 11.5% and 9.5% (2019: 11.0% and 8.9%) for Energy and Marine Supply CGU respectively.

The estimated recoverable amount of Energy and Marine Supply CGU exceeded its carrying amount by approximately $15,785,000 and $58,744,000 (2019: $Nil) respectively. Management has identified that a reasonably possible change in two key assumptions could cause the carrying amount to exceed the recoverable amount. The following table shows the amount by which these two assumptions would need to change individually for the estimated recoverable amount to be equal to the carrying amount.

	Change required for carrying amount to equal the recoverable amount	
	Energy CGU	**Marine Supply CGU**
	$	**$**
Discount rate	11.5%	9.5%
Average growth rate in revenue	-3.5%	0% – 3%

7 SUBSIDIARIES (CONTINUED)

Impairment assessment (Continued)

Based on management's assessment, no impairment is required as the recoverable amount of the property, plant and equipment, right-of-use assets and intangible assets to be higher than its carrying amount.

Details of the significant subsidiaries are as follows:

Name of subsidiaries	Principal activities	Principal place of business	Ownership interest 2020 %	2019 %
AMOS EME Pte. Ltd.[(1)]	Investment holding	Singapore	**100**	100
AMOS Supply Pte. Ltd.[(1)]	Supply and manufacture of rigging and lifting equipment and provision of related services	Singapore	**100**	100
AMOS Malaysia Sdn. Bhd.[(2)]	Supply and manufacture of rigging and lifting equipment and provision of related services	Malaysia	**100**	100
AMOS Korea Pte. Ltd[(1)]	Investment holding	Singapore	**100**	100
AMOS Power Pte. Ltd.[(1)]	Supply of rigging and lifting equipment	Singapore	**100**	100
Lv Yang (Tianjin) Offshore Equipment Pte. Ltd.[(1)]	Supply of rigging and lifting equipment	Singapore	**100**	100
AMOS Korea Co., Ltd[#]	Provision of marine supplies and services and general merchandise	South Korea	**90**	90
AMOS Azerbaijan LLC (f.k.a. Rigmarine Azerbaijan LLC)[#]	Supply and manufacture of rigging and lifting equipment and provision of related services	Azerbaijan	**100**	100
AMOS Europe (UK) Limited[(2), (3)]	Supply and manufacture of rigging and lifting equipment and provision of related services	United Kingdom	**100**	100
AMOS Middle East Holdings FZE[(2)]	Investment holding	United Arab Emirates ("UAE")	**100**	100

7 SUBSIDIARIES (CONTINUED)

Impairment assessment (Continued)

Name of subsidiaries	Principal activities	Principal place of business	Ownership interest 2020 %	2019 %
AMOS Middle East FZE[(2)]	Supply and manufacture of rigging and lifting equipment and provision of related services	UAE	**100**	100
AMOS International Holdings Pte. Ltd.[(1), (4)]	Investment holding	Singapore	**100**	100
AMOS International (S) Pte. Ltd.[(1), (4)]	Business of marine supplies and general traders	Singapore	**100**	100
AMOS (Shanghai) Co., Ltd[(4)]	General traders and commission agent	People's Republic of China	**100**	100
AMOS International (HK) Limited[(2), (4)]	Business of marine supplies and general traders	Hong Kong	**100**	100
AMOS Kazakhstan LLP[#]	Supply and manufacture of rigging and lifting equipment and provision of related services	Kazakhstan	**100**	100

(1) Audited by KPMG, Singapore.
(2) Audited by member firms of KPMG.
(3) The subsidiary has a 100% held branch which has its principal place of business in Azerbaijan.
(4) The subsidiary is deemed to have common control with effect from 13 March 2018.
\# Not required to be audited as the Company was exempted from audit during the financial year.

8 DEFERRED TAX ASSETS AND LIABILITIES

	Group			
	Deferred tax assets		Deferred tax liabilities	
	2020 $	2019 $	2020 $	2019 $
Property, plant and equipment	**201,630**	(279)	**–**	213,197
Inventories	**–**	–	**(10,892)**	(10,361)
Unabsorbed tax loss	**(550,750)**	(134,046)	**–**	–
Other items	**23,089**	33,031	**32,184**	(141,190)
	(326,031)	(101,294)	**21,292**	61,646

8 DEFERRED TAX ASSETS AND LIABILITIES (CONTINUED)

	Company			
	Deferred tax assets		Deferred tax liabilities	
	2020	2019	2020	2019
	$	$	$	$
Property, plant and equipment	–	–	–	9,015

The following are the deferred tax assets and liabilities recognized by the Group and the Company, and the movements thereon, during the reporting period:

	Note	Accelerated tax depreciation	Unutilized tax losses	Unutilized capital allowances and other timing differences	Net
		$	$	$	$
Group					
At 1 April 2018		9,015	(70,316)	185,571	124,270
(Credit)/Charge to profit or loss	23	–	(29,590)	(134,328)	(163,918)
At 31 March 2019		9,015	(99,906)	51,243	(39,648)
(Credit)/Charge to profit or loss		(9,015)	(406,510)	150,434	(265,091)
At 31 March 2020		–	(506,416)	201,677	(304,739)
Company					
At 1 April 2018		9,015	–	–	9,015
(Credit)/Charge to profit or loss	23	–	–	–	–
At 31 March 2019		9,015	–	–	9,015
(Credit)/Charge to profit or loss		(9,015)	–	–	(9,015)
At 31 March 2020		–	–	–	–

At the end of the reporting period, the aggregate amount of temporary differences associated with undistributed earnings of subsidiaries for which deferred tax liabilities have not been recognized is $1,779,964 (2019: $5,196,319). No liability has been recognized in respect of these differences because the Group is in a position to control the timing of reversal of the temporary differences and it is probable that such differences will not reverse in the foreseeable future.

9 INVENTORIES

	Group	
	2020	2019
	$	$
Raw materials and products		
– Accessories and trading goods	**32,216,864**	30,454,841
– Wire ropes	**21,116,748**	27,412,621
	53,333,612	57,867,462
Carrying amount of inventories pledged as security for liabilities	**20,945,276**	29,526,648

9 INVENTORIES (CONTINUED)

In 2020, inventories of $94,846,986 (2019: $104,031,117) were recognized as an expense during the year and included in 'cost of sales' (see Note 25).

The cost of inventories recognized during the year included write-downs of $1,699,118 (2019: $10,080,915) to bring the carrying value of inventories to their net realizable value. Management has reviewed the net realizable value of the energy business accessories and wire rope inventories based on suppliers' pricing, market demand and obsolescence.

10 TRADE RECEIVABLES

		Group		Company	
	Note	2020 $	2019 $	2020 $	2019 $
Trade receivables		**32,056,004**	32,250,990	**–**	–
Amounts due from subsidiaries	7	**–**	–	**–**	1,744,721
Value added tax receivable		**–**	261,320	**–**	–
		32,056,004	32,512,310	**–**	1,744,721
Non-current		**–**	–	**–**	–
Current		**32,056,004**	32,512,310	**–**	1,744,721
		32,056,004	32,512,310	**–**	1,744,721

Amounts due from subsidiaries

Outstanding balances with subsidiaries are unsecured and are trade balances in nature. There is no allowance for doubtful debts arising from these outstanding balances as the Expected Credit Loss ("ECL") is not material.

Credit and market risks, and impairment losses

The Group and the Company's exposure to credit and currency risks, and impairment losses for trade and other receivables (excludes prepayments and GST recoverable), are disclosed in Note 33.

11 OTHER RECEIVABLES

		Group		Company	
	Note	2020 $	2019 $	2020 $	2019 $
Due from subsidiaries	7	**–**	–	**–**	588,371
Advance payments to suppliers		**668,030**	345,307	**15,073**	–
Deposits		**917,267**	1,246,979	**2,830**	2,830
Prepayments		**1,404,627**	873,893	**281,006**	135,657
GST recoverable		**1,015,758**	1,397,268	**62,813**	–
Recoverable from third parties		**812,006**	676,999	**41,399**	42,267
Other receivables		**4,817,688**	4,540,446	**403,121**	769,125
Non-current		**–**	–	**–**	–
Current		**4,817,688**	4,540,446	**403,121**	769,125
		4,817,688	4,540,446	**403,121**	769,125

The Group and the Company have assessed and not made any impairment loss on other receivables as the Expected Credit Loss ("ECL") on these receivables is estimated to be not material.

12 ASSETS HELD FOR SALE

	Group 2020 $	Group 2019 $
Property, plant and equipment – leasehold land and buildings	**3,323,177**	8,555,087

In December 2018, management committed to a plan to sell 4 leasehold land and building properties. During the year, 3 leasehold land and building properties have sold with proceed of $20,500,000 and corresponding cost of disposal of $965,922. A gain on disposal of $14,410,805 were recorded in other operating income. Management is committed to dispose the remaining property within a year.

At 31 March 2020, the Group has repaid $20.5 million of the term loan out of the proceeds of the remaining property from the sale of assets held for sales.

Impairment losses

Management has performed impairment assessment on the remaining property based on estimated market price obtained from an external valuation report. An impairment loss of $108,637 (2019: $269,839) was recognized in other operating expenses to write down the carrying value to its estimated selling price.

Address	Description	Existing	Site area (sqm)	Approximately lettable/ strata area (sqm)	Group effective interest % 2020	Group effective interest % 2019
7 Gul Ave, Singapore 629651*	2-storey office building, a 2-storey factory building, a single storey factory building and 2 blocks of single storey factory buildings	Office, principal warehouse and fabrication facilities	22,480	8,284	–	100%
17 Joo Koon way, Singapore 628948*	A single storey JTC detached factory with mezzanine level	Warehouse	6,966	3,485	–	100%
66 Kian Teck Road Singapore 628796*	A single storey intermediate terrace factory with mezzanine level	Office and warehouse	1,254	1,115	–	100%
Lot PTD 4963, Mukim of Sungai Tiram, Johor, Malaysia	Industrial land	Industrial land	40,870	40,870	**100%**	100%

* Disposed during the financial year ended 31 March 2020

13 CASH AND BANK BALANCES

	Group		Company	
	2020	2019	2020	2019
	$	$	$	$
Cash on hand	**112,789**	133,785	**10**	67
Fixed deposits	**59,919**	894,035	**–**	–
Bank balances	**17,022,749**	26,761,935	**564,204**	11,191,506
Restricted cash at bank	**1,685,434**	817,515	**–**	–
	18,880,891	28,607,270	**564,214**	11,191,573

The fixed deposits are place with a financial institution, bear interest rates ranging from 0.15% to 0.8% and mature in 3 to 6 months after the financial year end.

14 SHARE CAPITAL

	Group			
	2020	2019	2020	2019
	Number of ordinary shares		$	$
Issued and paid-up:				
At 1 April	**2,597,374,250**	2,597,374,250	**166,255,912**	166,302,232
Share issuance expense	**–**	–	**–**	(46,320)
At 31 March	**2,597,374,250**	2,597,374,250	**166,255,912**	166,255,912

	Company			
	2020	2019	2020	2019
	Number of ordinary shares		$	$
Issued and paid-up:				
At 1 April	**2,597,374,250**	1,798,000,000	**166,255,912**	118,339,777
Issuance of shares	**–**	799,374,250	**–**	47,962,455
Share issuance expense	**–**	–	**–**	(46,320)
At 31 March	**2,597,374,250**	2,597,374,250	**166,255,912**	166,255,912

The fully paid ordinary shares, which have no par value, carry one vote per share and a right to dividends as and when declared by the Company.

As a result of the common control arrangement with effect from 13 March 2018, the number of ordinary shares as at 31 March 2018 is deemed to include the 799,374,250 new shares issued for the acquisition of AIH.

14 SHARE CAPITAL (CONTINUED)

Capital management

The primary objective of the management of the Group's capital structure is to maintain a level of equity in order to achieve an optimal cost of capital, while taking into account the desirability of retaining financial flexibility to pursue business opportunities and adequate access to liquidity to mitigate the effect of unforeseen events on cash flows. As the Company is part of a larger group, the Company's sources of additional capital and policies for distribution of excess capital may also be affected by the Group's capital management objectives.

The Group and Company defines "capital" as including all components of equity.

The Board regularly reviews the Group's and Company's capital structure and makes adjustments to reflect economic conditions, business strategies and future commitments.

No significant changes were made in the objectives, policies or processes relating to the management of the Company's capital structure during the year. Neither the Company nor any of its subsidiaries are subject to externally imposed capital requirements.

15 OTHER RESERVES

Other reserves comprise of merger reserve and revaluation reserves.

Merger reserves arise when the Group acquired AIH and its group of subsidiaries, please see Note 27 to the financial statements. Revaluation reserves arise from the revaluation of leasehold/freehold land and buildings.

	Group	
	2020	2019
	$	$
Merger reserves	**(19,769,268)**	(19,769,268)
Revaluation reserves	**20,366,978**	20,366,978
At 31 March	**597,710**	597,710

16 BANK BORROWINGS

	Group	
	2020	2019
	$	$
Current liabilities		
– Bank loan (secured)	**10,736,438**	11,015,537
– Bank overdraft (secured)	**3,159,371**	347,807
	13,895,809	11,363,344
Non-current liabilities		
– Bank loan (secured)	**22,177,897**	39,326,441
	36,073,706	50,689,785

The bank loans bear floating interest rates ranging from 3.0% to 4.0% (2019: 2.4% to 5.8%) per annum. The bank bills payable bear interest rates of 4.9% to 5.6% (2019: 3.2% to 3.6%) per annum, and the bank overdrafts bear interest rates at the bank's prevailing prime lending rate ranging from 2.4% to 4.0% per annum. Bank loans at floating interest rates are contractually repriced on a short-term basis, typically six months or less.

As at 31 March 2020, certain bank loans of the Group are secured by the following bank covenant:

(a) The fair market value of the secured inventory (Note 9) does not exceed the Inventories Loan-To-Value ratio

(b) A leasehold land and building of the Group

(c) A freehold land and building of the Group

These covenants are monitored on a regular basis by the Treasury department and regularly reported to management to ensure compliance with the agreement and management believes that the risk of breaching is low and therefore that the Group will continue as going concern for the foreseeable future.

Securities include legal mortgage over the Group's and Company's property, plant and equipment (Note 4) and a corporate guarantee by the Company.

The estimated fair values of the loans approximate their carrying values as the loans are repriced on a timely basis depending on movements in the market lending rates.

16 BANK BORROWINGS (CONTINUED)

Reconciliation of movements of liabilities to cash flows arising from financing activities

	Bank borrowings $	Finance lease liabilities (Note 17) $	Total $
Balance at 1 April 2018	63,610,777	1,371,838	64,982,615
Changes from financing cash flows			
New bank loan obtained	48,150,000	–	48,150,000
Repayment of borrowings	(54,980,588)	–	(54,980,588)
Payment of finance lease liabilities	–	(1,139,991)	(1,139,991)
Total changes from financing cash flows	(6,830,588)	(1,139,991)	(7,970,579)
Other changes			
Liability related			
Change in bank overdraft	281,575	–	281,575
Transaction costs	(156,000)	–	(156,000)
Repayment of bank bills payables	(6,215,878)	–	(6,215,878)
Foreign exchange movement	(101)	880	779
Total liability-related other changes	(6,090,404)	880	(6,089,524)
Balance at 31 March 2019	50,689,785	232,727	50,922,512
Balance at 1 April 2019	50,689,785	232,727	50,922,512
Changes from financing cash flows			
New bank loan obtained	18,000,000	–	18,000,000
Adoption of SFRS(I) 16	–	8,429,637	8,429,637
Repayment of borrowings	(35,185,476)	–	(35,185,476)
New lease liabilities	–	3,332,125	3,332,125
Payment of lease liabilities (2019: finance lease liabilities)	–	(1,993,667)	(1,993,667)
Modification of right of use assets	–	(113,079)	(113,079)
Total changes from financing cash flows	(17,185,476)	9,655,016	(7,530,460)
Other changes			
Liability related			
Change in bank overdraft	2,811,564	–	2,811,564
Transaction costs	(250,000)	–	(250,000)
Repayment of bank bills payables	–	–	–
Foreign exchange movement	7,833	13,083	20,916
Total liability-related other changes	2,569,397	13,083	2,582,480
Balance at 31 March 2020	36,073,706	9,900,826	45,974,532

17 LEASE LIABILITIES (2019 – FINANCE LEASE LIABILITIES)

	Group 2020 $	Group 2019 $
Current liabilities		
– Lease liabilities (2019: Finance lease liabilities)	**2,207,045**	144,213
Non-current liabilities		
– Lease liabilities (2019: Finance lease liabilities)	**7,693,781**	88,514
	9,900,826	232,727

Terms and debt repayment schedule

Terms and conditions of outstanding loans and borrowings are as follows:

			2020		2019	
	Nominal interest rate %	Year of maturity	Face value $	Carrying amount $	Face value $	Carrying amount $
Group						
Secured loan and bank overdraft	0.7 to 4.4	2021 to 2030	**38,899,241**	**36,073,706**	54,195,951	50,689,785
Lease liabilities	2.2 to 18.0	2021 to 2041	**12,900,695**	**9,900,826**	244,431	232,727
			51,799,936	**45,974,532**	54,440,382	50,922,512
Company						
Lease liabilities	2.4 to 5.2	2021 to 2022	**2,542,379**	**2,355,698**	–	–

Lease liabilities are payable as follows:

	Future minimum lease payments 2019 $	Interest 2019 $	Present value of minimum lease payments 2019 $
Group			
Within one year	151,103	(6,890)	144,213
Between one and five years	93,328	(4,814)	88,514
More than five years	–	–	–
	244,431	(11,704)	232,727

The Group's obligations under finance leases are secured by the lessor's title to the leased assets (Note 4). At the end of the reporting period, certain leases are guaranteed by a corporate guarantee by the Company.

18 TRADE PAYABLES

	Group 2020 $	Group 2019 $
Third parties	**27,226,329**	26,092,465

The average credit period of trade payables is 30 days to 90 days (2019: 30 days to 90 days). No interest is charged on the outstanding balances.

19 OTHER PAYABLES

	Group		Company	
	2020 $	2019 $	2020 $	2019 $
Third parties (Non-trade)	**7,010,652**	4,908,512	**614,239**	391,062
Accruals of expenses	**5,112,275**	5,644,309	**361,757**	517,117
Interest payable to third party	**28,782**	–	**–**	–
Due to subsidiaries	**–**	–	**959,432**	2,749
GST/VAT Payables	**910**	–	**–**	–
	12,152,619	10,552,821	**1,935,428**	910,928

The other payables to third parties relate to non-trade transactions that is interest free and repayable on demand.

20 PROVISIONS

	Provision for cancellation of contract $	Provision for restructuring[1] $	Total $
Group			
At 1 April 2018	408,000	494,341	902,341
Utilization during the year	–	(494,341)	(494,341)
At 31 March 2019 and 31 March 2020	408,000	–	408,000
Company			
At 1 April 2018	–	494,341	494,341
Utilization during the year	–	(494,341)	(494,341)
At 31 March 2019 and 31 March 2020	–	–	–

(1) Provision for restructuring comprises mainly the retirement compensation for previous management personnel.

21 REVENUE

Group	Timing of revenue recognition	Segment	2020 $	2019 $
Marine supplies	Sales of goods revenue recognized at a point in time	Marine	**72,547,570**	76,278,204
Supply and manufacture of rigging and lifting equipment	Sales of goods revenue recognized at a point in time	Energy	**46,065,540**	45,266,953
Rendering of service	Service revenue recognized at a point in time	Energy	**5,888,484**	5,778,294
Rental revenue	Rental revenue recognized over time	Energy	**4,120,161**	2,067,499
			128,621,755	129,390,950

Contract balances

The following table provides information about receivables, contract assets and contract liabilities from contracts with customers.

	Note	2020 $	2019 $
Trade receivables	10	**32,056,004**	32,512,310
Contract assets		**1,859,037**	3,465,176
Contract liabilities		**(909,423)**	(394,549)

The contract assets primarily relate to the Group's rights to consideration for work completed/delivered but not billed at the reporting date. The contract assets are transferred to trade receivables when the rights become unconditional. This usually occurs when the Group invoices the customer.

The contract liabilities primarily relate to advance consideration received from customers for sale of goods or rendering of services.

The amount of $3,210,442 (2019: $1,888,227) recognized in contract assets at the beginning of the period has been recognized as trade receivables for the period ended 31 March 2020.

The amount of $394,549 (2019: $61,400) recognized in contract liabilities at the beginning of the period has been recognized as revenue for the period ended 31 March 2020.

Variable consideration that is constrained and therefore not included in the transaction price is excluded from the amount presented above.

The Group applies the practical expedient in paragraph 121 of SFRS(I) 15 and does not disclose information about its remaining performance obligations if:

- the performance obligation is part of a contract that has an original expected duration of one year or less; or
- the Group has a right to invoice a customer in an amount that corresponds directly with its performance to date, then it recognizes revenue in that amount.

22 OTHER OPERATING INCOME/EXPENSES

	Note	Group 2020 $	Group 2019 $
Other operating income:			
Interest income		**37,875**	5,241
Sundry income		**248,459**	664,547
Government grants		**37,901**	77,851
Rental income		**1,720**	46,826
Gain on disposal of assets held for sale		**14,410,805**	–
Share of profit from associate company		**–**	11,864
		14,736,760	806,329
Other operating expenses:			
Impairment loss on trade receivables		**1,522,625**	765,950
Doubtful trade receivables recovered	10	**(38,828)**	(57,096)
Trade receivables written off		**252,926**	98,128
Other receivables (recovered)/written off		**(57,686)**	20,514
Impairment loss on goodwill		**102,748**	286,424
Impairment of property, plant and equipment	4	**164,191**	–
Impairment of assets held for sales	12	**108,637**	269,839
Loss on modification of ROU		**6,077**	–
Loss on disposal of property, plant and equipment		**93,199**	768,082
Restructuring costs**		**3,798,341**	4,258,378
Reversal of trade payables written off		**–**	27,522
Foreign exchange (gain)/loss		**(510,194)**	411,625
		5,442,036	6,849,366

** Restructuring cost for both financial years relates to cost the Group has incurred after the change in holding company of the Group as further explained in Note 28 and common control arrangement as further explained in Note 27 to align the Group's corporate strategies and synergies between the entities.

23 FINANCE COSTS

	Group 2020 $	Group 2019 $
Bank facility fee	**165,236**	654,759
Interest expense on:		
Loan from third party	**–**	680
Bank loans	**1,572,396**	1,864,855
Bank bills payable	**3,836**	25,208
Bank overdrafts	**642**	464
Lease liabilities (2019: Finance leases)	**423,642**	49,411
	2,165,752	2,595,377

24 TAX EXPENSE

	Group	
	2020	2019
	$	$
Current tax expense		
Current	**334,607**	299,824
Over provision in prior years	**(7,754)**	(39,012)
	326,853	260,812
Deferred tax expense		
Current	**(274,106)**	(163,918)
Under provision in prior years	**9,015**	–
	(265,091)	(163,918)
	61,762	96,894
Reconciliation of effective tax rate		
Loss before tax	**(11,284,924)**	(34,375,062)
Income tax benefit at 17% (2019: 17%)	**(1,918,437)**	(5,843,760)
Effect of non-deductible items	**(437,204)**	1,696,570
Effect of exemption and incentives	**213,475**	–
Effect of different tax rate of overseas operations	**81,138**	277,686
Effect of deferred tax benefits not recognized	**2,085,228**	4,039,338
Utilization of deferred tax benefits previously not recognized	**(44,195)**	(1,541)
Over provision of current tax in prior years	**(7,754)**	(39,012)
Deferred tax assets	**41,150**	–
Under provision of deferred tax in prior years	**9,015**	–
Others	**39,346**	(32,387)
	61,762	96,894

As at 31 March 2020, the Group has tax losses of $85,429,908 (2019: $72,579,839), that are available for offset against future taxable profits of the companies in which the losses arose, for which no deferred tax asset is recognized due to uncertainty of its recoverability.

Unrecognized deferred tax assets and deferred tax liabilities

Deferred tax assets and liabilities have not been recognized in respect of the following items:

	Assets		Liabilities	
	2020	2019	2020	2019
	$	$	$	$
Property, plant and equipment	**–**	–	**(1,047,932)**	(1,482,752)
Unutilized tax losses and capital allowances	**14,852,296**	12,626,916	**–**	–
Unrecognized deferred tax assets/(liabilities)	**14,852,296**	12,626,916	**(1,047,932)**	(1,482,752)

24 TAX EXPENSE (CONTINUED)

Unrecognized deferred tax assets and deferred tax liabilities (Continued)

The total tax loss carryforwards for the year can be reconciled as follows:

	Local $	Foreign $	Total $
At 1 April 2018	46,401,055	4,753,473	51,154,528
Arising during the year	18,513,475	2,921,441	21,434,916
Utilized during the year	(9,605)	–	(9,605)
At 31 March 2019	64,904,925	7,674,914	72,579,839
Deferred tax asset on above:			
Not recognized	11,033,837	1,593,079	12,626,916
At 1 April 2019	64,904,925	7,674,914	72,579,839
Arising during the year	8,577,308	4,533,881	13,111,189
Utilized during the year	(261,120)	–	(261,120)
At 31 March 2020	**73,221,113**	**12,208,795**	**85,429,908**
Deferred tax asset on above:			
Not recognized	12,447,589	2,404,706	14,852,296

The realization of the future income tax benefits from the tax loss carryforwards for the local subsidiaries is available for an unlimited future period subject to conditions imposed by law including the retention of majority shareholders as defined.

The realization of the future income tax benefits from the tax loss carryforwards for the foreign subsidiaries is available for a maximum of five to ten years subject to agreement with the Inland Revenue Board of the country in which the foreign subsidiaries operate.

Future tax benefits arising from these tax loss carryforwards have not been recognized in the financial statements as there is no reasonable certainty of their recovery in future periods.

Application for waiver of shareholder test for certain subsidiaries

As at 13 March 2018, AMOS Group Limited completed its share placement exercise and has allotted 1,360,000,000 Subscription Shares to PeakBayou Ltd ("PeakBayou"), a Cayman Islands Limited company, and this results in PeakBayou owning 75.64% shareholding in AMOS Group Limited.

As a results from the share placement, the utilization of unabsorbed losses and unabsorbed donation of $7,635,166 and $Nil for the financial year ended 31 March 2017 and $1,281,606 and $116,399 for the financial year ended 2016 of certain subsidiaries are subject to shareholding test under Section 37(16) of the Singapore Income Tax Act in order the unutilized losses to deduct against future profits from the same trade in which the losses arose. The application of waiver was approved by the Inland Revenue Authority of Singapore on 21 February 2020.

25 LOSS FOR THE YEAR

Loss for the year has been arrived at after charging/(crediting):

	Group 2020 $	Group 2019 $
Directors' remuneration:		
– of the Company	**366,429**	314,430
Employee benefits expense (including directors' remuneration)		
Salaries and related benefits		
– distribution costs	**8,356,950**	7,520,942
– administrative expenses	**11,726,588**	14,399,406
– cost of sales	**7,176,818**	7,105,959
	27,260,356	29,026,307
Costs of defined contribution plan		
– distribution costs	**356,670**	288,453
– administrative expenses	**348,547**	394,988
– cost of sales	**355,258**	345,299
	1,060,475	1,028,740
Foreign exchange (gain)/loss, net	**(510,194)**	411,625

	Group 2020 $	Group 2019 $
Audit fees paid or payable to		
– auditor of the Company	**56,700**	63,000
– auditor of the subsidiaries	**257,000**	337,163
– other auditors	**35,995**	–
	349,695	400,163
Non-audit fees paid or payable to		
– auditor of the Company	**–**	160,376
– auditor of the subsidiaries	**6,000**	–
– other auditors	**–**	–
	6,000	160,376
Aggregate amount of fees paid to auditors	**355,695**	560,539
Operating lease expenses	**1,511,267**	3,593,651

26 LOSS PER SHARE

The calculation of the loss per share attributable to the ordinary equity holders of the Group is based on the following data:

	Group	
	2020	2019
	$	$
Net loss attributable to shareholders of the Company	**(11,085,145)**	(34,366,206)
	Number of shares ('000)	
Weighted average number of ordinary shares for purpose of earnings per share	**2,597,374**	2,597,374

There are no dilutive equity instruments for 2020 and 2019.

The weighted average number of ordinary shares are calculated based on the inclusion of the new shares issued to acquire AMOS International Holdings Pte. Ltd. on the common control date of 13 March 2018.

27 ACQUISITION UNDER COMMON CONTROL ARRANGEMENT

AMOS Group Limited was purchased by PeakBayou Ltd, a company controlled by Mr Kyle Arnold Shaw, Jr on 13 March 2018 via an issuance of $68,000,000 of shares (1,360,000,000 shares at an issue price of $0.05 per share).

On 18 October 2018, AMOS Group Limited, a company controlled by Mr Kyle Arnold Shaw, Jr (75.64%) completed its acquisition of AMOS International Holdings Pte. Ltd. and its subsidiaries. The transaction was approved by the AMOS Group Limited shareholders at an EGM dated 3 October 2018 through an issuance of $47,962,455 of shares (799,374,250 shares at an issue price of $0.06 per share).

AMOS International Holdings Pte. Ltd. was previously owned by Lighthouse Logistics Limited. (69%). Lighthouse Logistics Limited. is also controlled by Mr Kyle Arnold Shaw, Jr.

AMOS Group Limited has accounted the above arrangement of AMOS International Holdings Pte. Ltd. as a common control arrangement effective on 13 March 2018, at the date that common control was first established. The Group has elected to account for the arrangement as if the acquisition had occurred at the date common control was first established; for this purpose comparatives are restated. The assets and liabilities acquired are recognized at the carrying amounts recognized previously in the Group controlling shareholder's consolidated financial statements. The components of equity other than share capital of the acquired entities are added to the same components within Group equity and any gain/loss arising is recognized directly in equity in merger reserve.

Equity instruments issued

The fair value of the ordinary shares issued was based on the listed share price of the Company at 13 March 2018 of $0.06 per share.

27 ACQUISITION UNDER COMMON CONTROL ARRANGEMENT (CONTINUED)

Acquisition-related costs

In the financial year ended 31 March 2019, the Group incurred acquisition-related costs of $610,695 on legal fees and due diligence costs. These costs have been included in 'other operating expenses'.

Identifiable assets acquired and liabilities assumed

The following table summarizes the recognized amounts of assets acquired and liabilities assumed at the date of acquisition.

	$
Property, plant and equipment	25,539,475
Assets held for sales	3,643,987
Goodwill	458,032
Investment in associates	30,800
Inventories	3,647,646
Trade receivables	16,999,749
Other receivables	2,743,029
Cash and bank balances	2,273,289
Bank borrowings	(5,416,695)
Finance lease liabilities	(1,740,054)
Trade payables	(13,957,018)
Other payables	(5,831,253)
Income tax payables	(197,800)
Total identifiable net assets	28,193,187

Merger reserves

Merger reserves arising from the acquisition has been recognized as follows:

	$
Total consideration	47,962,455
Net identifiable net assets	28,193,187
Merger reserves	19,769,268

28 HOLDING COMPANY AND RELATED COMPANY TRANSACTIONS

On 13 March 2018, the Company entered into a share placement exercise for the allotment and issuance of 1,360,000,000 shares to PeakBayou Ltd., which represented 75.64% of the enlarged issued and paid-up share capital of the Company. Pursuant to the share placement exercise, the Company's immediate holding company became PeakBayou Ltd., a company incorporated in the Cayman Islands. PeakBayou Ltd. is ultimately wholly-owned by ShawKwei Asia Value Fund 2017, L.P.. Related companies in these financial statements refer to members of the ultimate holding entity's group of companies.

28 HOLDING COMPANY AND RELATED COMPANY TRANSACTIONS (CONTINUED)

On 18 October 2018, AMOS Group Limited completed its acquisition of AMOS International Holdings Pte. Ltd. by issuance of 799,374,250 shares.

Some of the Group's transactions and arrangements are between members of the Group and the effect of these on the basis determined between the parties is reflected in these financial statements. The intercompany balances are unsecured, interest-free, and repayable on demand and expected to be settled in cash, unless otherwise stated.

29 COMMITMENTS

(a) Capital commitments

	Group	
	2020	**2019**
	$	**$**
Commitment for intangible assets	**288,668**	3,554,697

(b) Other commitments

The Company has granted corporate guarantees to banks in respect of bank facilities utilized by the subsidiaries of the Group. The maximum amount that the Group and the Company could be forced to settle, if the full guaranteed amount is claimed by the counterparty to the guarantee is $38,387,914 and $35,228,249 respectively (2019: $45,266,441 and $45,266,441 respectively). The earliest period that the guarantee could be called is within 1 year (2019: 1 year) from the end of the reporting period. Management has assessed the fair value of the corporate guarantees to be immaterial and is of the view that no amount will be payable under this arrangement.

30 LEASES

Leases as lessee (SFRS(I) 16)

The Group leases warehouse and factory facilities. The leases typically run for a period of 1 to 21 years, with an option to renew the lease after that date. Certain lease payments are renegotiated every five years to reflect market rentals. Some leases provide for additional rent payments that are based on changes in local price indices. For certain leases, the Group is restricted from entering into any sub-lease arrangements.

The warehouse and factory leases were entered into many years ago as combined leases of land and buildings. Previously, these leases were classified as operating leases under SFRS(I) 1-17.

The Group leases production equipment under a number of leases, which were classified as finance leases under SFRS(I) 1-17.

The Group leases IT equipment with contract terms of one to three years. These leases are short-term and/or leases of low-value items. The Group has elected not to recognize right-of-use assets and lease liabilities for these leases.

30 LEASES (CONTINUED)

Leases as lessee (SFRS(I) 16) (Continued)

Information about leases for which the Group is a lessee is presented below.

Right-of-use assets

	Properties $	Equipment $	Motor vehicle $	Total $
Balance at 1 April 2019	7,953,616	32,957	443,064	8,429,637
Depreciation charge for the year	(1,325,048)	(102,767)	(250,275)	(1,678,090)
Additions to right-of-use assets	–	424,456	273,443	697,899
Derecognition of right-of-use assets*	(119,156)	–	–	(119,156)
Foreign exchange movement	9,183	–	(635)	8,548
Balance at 31 March 2020	**6,518,595**	**354,646**	**465,597**	**7,338,838**

* Derecognition of the right-of-use assets during 2020 is as a result of early termination.

Amounts recognized in profit or loss

	$
2020 – Leases under SFRS(I) 16	
Interest on lease liabilities	**393,120**
Expenses relating to short-term leases	**1,495,553**
Expenses relating to leases of low-value assets, excluding short-term leases of low-value assets	**15,714**
2019 – Operating leases under SFRS(I) 1-17	
Lease expense	3,593,651

Amounts recognized in statement of cash flows

	2020 $
Total cash outflow for leases	**1,536,139**

31 RELATED PARTY TRANSACTIONS

Some of the Group's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The related party balances are unsecured, interest-free, and repayable on demand and expected to be settled in cash, unless otherwise stated. The tables below disclose the related party transactions other than those already disclosed elsewhere in this Financial Statements.

31 RELATED PARTY TRANSACTIONS (CONTINUED)

Key management personnel compensation

The remuneration of directors and other members of key management are as follows:

	Group	
	2020	**2019**
	$	**$**
Short-term employee benefits	**2,500,383**	2,199,205
Post-employment benefits	**50,323**	45,360

32 SEGMENT INFORMATION

For the purpose of the resource allocation and assessment of segment performance, the Group's chief operating decision maker has focused on the business operating units which in turn, are segregated based on their services. This forms the basis of identifying the operating segments of the Group under SFRS(I) 8 *Operating Segments*.

Operating segments are aggregated into a single reporting segment if they have similar economic characteristics. The Group's reportable segments under SFRS(I) 8 *Operating Segments* are set out below:

Energy (renamed Offshore segment as Energy business segment with effective from 1 April 2019)

The Energy business segment relates to the supply and manufacture rigging, lifting equipment and provision of related services for the global offshore oil and gas industry.

Marine

This segment provides marine supplies and services and general merchandize.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in Note 2. Segment results represent the results of each segment and is the measure reported to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance.

For the purposes of monitoring segment performance and allocating resources between segments, the chief operating decision maker monitors the tangible, intangible and financial assets and liabilities attributable to each segment.

All assets and liabilities are allocated to reportable segments. Assets and liabilities, if any, used jointly by reportable segments are allocated on the basis of the revenues earned by individual reportable segments.

32 SEGMENT INFORMATION (CONTINUED)

	Energy $	Marine $	Others $	Total $
31 March 2020				
Revenue				
Sales	56,160,130	73,098,143	–	129,258,273
Inter-segment sales	(85,945)	(550,573)	–	(636,518)
Sales to external customers	56,074,185	72,547,570	–	128,621,755
Profit/(Loss) from operations				
Segment results	11,528,412	(12,226,030)	(4,849,804)	(5,547,422)
Restructuring costs	(1,442,726)	(598,344)	(1,530,680)	(3,571,750)
Interest expense	(1,642,975)	(494,711)	(28,066)	(2,165,752)
Income tax expense	(168,584)	221,331	9,015	61,762
Profit/(Loss) for the year	8,274,127	(13,097,754)	(6,399,535)	(11,223,162)
Assets				
Segment assets	87,568,888	106,480,519	4,383,170	198,432,577
Liabilities				
Segment liabilities	31,556,066	51,935,357	3,331,692	86,823,115
Other information				
Impairment of assets held for sale	(108,637)	–	–	(108,637)
Impairment of property, plant and equipment	(164,191)	–	–	(164,191)
Loss on disposal of property, plant and equipment	(41,693)	(51,437)	(69)	(93,199)
Trade receivables written off	(15,557)	(237,369)	–	(252,926)
Impairment loss on trade receivables	(704,633)	(817,992)	–	(1,522,625)
Impairment on goodwill	–	(102,744)	(4)	(102,748)
Provision for inventory adjustment to market price	(1,699,118)	–	–	(1,699,118)
Allocable depreciation and amortization	(2,954,721)	(5,624,488)	(427,268)	(9,006,477)
Allocable additions to non-current assets	7,646,816	6,552,768	3,677,010	17,876,594

32 SEGMENT INFORMATION (CONTINUED)

	Energy $	Marine $	Others $	Total $
31 March 2019				
Revenue				
Sales	53,513,990	76,395,382	–	129,909,372
Inter-segment sales	(401,244)	(117,178)	–	(518,422)
Sales to external customers	53,112,746	76,278,204	–	129,390,950
Loss from operations				
Segment results	(16,450,162)	(5,180,248)	(5,890,897)	(27,521,307)
Restructuring costs	(2,556,143)	(1,702,235)	–	(4,258,378)
Interest expense	(2,189,384)	(405,993)	–	(2,595,377)
Income tax expense	(53,159)	(43,735)	–	(96,894)
Loss for the year	(21,248,848)	(7,332,211)	(5,890,897)	(34,471,956)
Assets				
Segment assets	101,746,496	98,345,001	11,599,496	211,690,993
Liabilities				
Segment liabilities	49,586,501	37,925,588	919,943	88,432,032
Other information				
Impairment of property, plant and equipment	–	(269,839)	–	(269,839)
Loss on disposal of property, plant and equipment	(1,011,161)	243,079	–	(768,082)
Trade receivables written off	(57,417)	(40,711)	–	(98,128)
Impairment loss on trade receivables	(386,078)	(379,872)	–	(765,950)
Impairment on goodwill	–	(286,424)	–	(286,424)
Provision for inventory adjustment to market price	(6,628,835)	(130,898)	–	(6,759,733)
Allocable depreciation and amortization	(2,847,348)	(2,853,802)	(189,234)	(5,890,384)
Allocable additions to non-current assets	1,187,775	13,055,306	17,668	14,260,749

32 SEGMENT INFORMATION (CONTINUED)

Geographic information

The Group operates mainly in the geographic areas of Singapore, Azerbaijan, Middle East, Malaysia, Australia, Other Asia, Europe and Others. The Group's revenue from external customers and information about its segment assets (non-current assets) by geographic location are detailed below:

	Group	
	2020	**2019**
	$	**$**
Revenue from external customers (based on revenue by country)		
Singapore	**89,409,062**	97,796,098
Azerbaijan	**5,619,718**	5,112,506
South Korea	**7,665,854**	6,465,061
United Kingdom	**3,409,453**	3,751,695
United Arab Emirates	**6,363,848**	3,734,112
China	**8,315,635**	7,009,248
Asia[(1)]	**7,838,185**	5,522,230
	128,621,755	129,390,950
Non-current assets (based on location of assets)		
Singapore	**63,020,738**	57,386,831
Malaysia	**2,579,117**	2,872,897
South Korea	**7,902,841**	8,171,820
Azerbaijan	**827,352**	526,758
United Arab Emirates	**6,307,826**	3,792,859
Others[(2)]	**3,461,845**	3,359,105
	84,099,719	76,110,270

(1) Revenue from countries in "Asia" include revenue from customers in countries that individually account for less than 10% of the Group's revenue.

(2) Location for "Others" includes China, United Kingdom, Kazakhstan, Vietnam and Indonesia that individually account for less than 10% of the Group's non-current assets.

Information about major customers

There are no revenues from transactions with any single external customer that amounts to 10 per cent or more of the Group's revenue.

33 FINANCIAL INSTRUMENTS

Financial risk management

Overview

The Group has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital.

Risk management framework

The Group's overall financial risk management strategy seeks to minimized potential adverse effects of financial performance of the Group. The Board of Directors reviews the overall financial risk management on specific areas, such as credit risk, liquidity risk and market risk. Risk management is monitored by finance department under the policies approved by Board of Directors.

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers and debt investments.

The carrying amounts of financial assets and contract assets represent the Group and the Company's maximum exposures to credit risk, before taking into account any collateral held. The Group and the Company do not require any collateral in respect of their financial assets.

Impairment losses on financial assets and contract assets recognized in profit or loss were as follows:

	Group	
	2020	**2019**
	$	**$**
Impairment loss on trade receivables and contract assets arising from contracts with customers	**1,522,625**	765,950

Trade receivables and contract assets

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the demographics of the Group's customer base, including the default risk associated with the industry and country in which customers operate, as these factors may have an influence on credit risk. Details of concentration of revenue are included in Note 31.

33 FINANCIAL INSTRUMENTS (CONTINUED)

Trade receivables and contract assets (Continued)

The Group has established a credit policy under which each new customer is analyzed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review includes external ratings, if they are available, financial statements, credit agency information, industry information, and in some cases bank references. Sale limits are established for each customer; these limits are reviewed quarterly. Customers failing to meet the Group's benchmark creditworthiness may transact with the Group only on a prepayment basis.

There is no concentration of customer's credit risk at Group level.

The Company is exposed to a concentration of credit risk as trade receivables and loans to subsidiary corporations amounting to about Nil% (2019: 92.6%) and 58.5% (2019: 62.8%) of the respective balances are due from one subsidiary corporation. This subsidiary corporation has been assessed to be creditworthy and management has assessed that no allowance for doubtful receivables is required.

The Group does not require collateral in respect of trade receivables. The Group does not have trade receivables and contract assets for which no loss allowance is recognized because of collateral.

Exposure to credit risk

Expected credit loss assessment for individual customers

The Group segments its trade receivables based on the risk profile of their clients which include the industries and/or country that their customers operate. The Group used data that is determined to be predictive of the risk of loss (including but not limited to industry-specific probability risk of default, financial information and available public information of their customers and past experience of the customers' repayment patterns) to determine the applicable credit loss rates to trade receivables.

In determining the expected credit losses for their trade receivables, the Group used the following bases:

– Trade receivables that has been outstanding beyond the expected range of past due days and for which there is no reasonable expectation of recovery are deemed to be credit-impaired. These trade receivables are fully provided.

– The expected credit losses for non-credit impaired trade receivables are estimated using either (i) a probability of default rate (derived from a credit ratings agency), which takes into consideration the industry and country where the customer operates in, or (ii) the past historical experience of collections from the customers.

33 FINANCIAL INSTRUMENTS (CONTINUED)

Trade receivables and contract assets (Continued)

Exposure to credit risk (Continued)

Expected credit loss assessment for individual customers (Continued)

The following table provides information about the exposure to credit risk and ECLs for trade receivables and contract assets for individual customers as at 31 March.

	Gross carrying amount $	Impairment loss allowance $
2020		
Credit-impaired receivables	**1,333,017**	**1,333,017**
Not credit-impaired receivables:		
Not past due	**15,289,245**	**593,499**
Past due 1 – 30 days	**6,912,063**	**333,739**
Past due 31 – 60 days	**3,068,556**	**147,495**
Past due 61 – 90 days	**2,085,447**	**99,559**
Past due more than 90 days	**6,174,983**	**299,998**
	34,863,311	**2,807,307**
2019		
Credit-impaired receivables	2,144,477	2,144,477
Not credit-impaired receivables:		
Not past due	10,566,353	211,453
Past due 1 – 30 days	8,151,875	143,274
Past due 31 – 60 days	4,795,265	72,310
Past due 61 – 90 days	3,363,471	68,031
Past due more than 90 days	6,224,314	93,900
	35,245,755	2,733,445

The Group applied the expected credit loss rates ranging from 0.43% to 9.47%. In cases where the Group used the probability of default rates as the basis of ECL estimates, the Group obtained those rates applicable to the construction-related industry, transportation and services industry, and the energy and natural resources industry from a credit rating agency. The customers' country of operations were also taken into account in applying the rates.

33 FINANCIAL INSTRUMENTS (CONTINUED)

Trade receivables and contract assets (Continued)

Exposure to credit risk (Continued)

Movements in allowance for impairment in respect of trade receivables and contract assets

The movement in the allowance for impairment in respect of trade receivables and contract assets during the year was as follows:

	Impairments $
At 1 April 2018 per FRS 39	2,174,458
Impairment loss recognized – not credit-impaired	415,323
Impairment loss recognized – credit-impaired	143,664
Amounts written off	–
At 31 March 2019 per SFRS(I) 9	2,733,445
Impairment loss recognized – not credit-impaired	600,671
Impairment loss recognized – credit-impaired	1,174,880
Amounts written off	(1,701,689)
At 31 March 2020 per SFRS(I) 9	**2,807,307**

Guarantees

The Group's policy is to provide financial guarantees only for wholly-owned subsidiaries' liabilities. At 31 March 2019, the Company has issued a guarantee to certain banks in respect of credit facilities granted to two subsidiaries (see Note 16).

Cash and cash equivalents

The Group and the Company held cash and cash equivalents of $18,880,891 and $564,214 respectively at 31 March 2020 (2019: $28,607,270 and $11,191,573, respectively).

Impairment on cash and cash equivalents has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. The Group considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties.

The amount of the allowance on cash and cash equivalents is negligible.

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

33 FINANCIAL INSTRUMENTS (CONTINUED)

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities. The amounts are gross and undiscounted, and include contractual interest payments and exclude the impact of netting agreements:

	Carrying amount $	Contractual cash flows $	Less than 1 year $	1-2 years $	2-5 years $	More than 5 years $
Group						
31 March 2020						
Non-derivative financial liabilities						
Secured bank loans	**33,156,002**	**36,641,462**	**11,974,024**	**11,037,890**	**5,324,343**	**8,305,205**
Lease liabilities	**9,900,826**	**12,900,695**	**2,661,193**	**2,156,209**	**2,588,317**	**5,494,976**
Trade and other payables	**39,378,949**	**39,378,949**	**39,378,949**	**–**	**–**	**–**
Bank overdraft	**3,159,371**	**3,257,780**	**3,257,780**	**–**	**–**	**–**
	85,595,148	**92,178,886**	**57,271,946**	**13,194,099**	**7,912,660**	**13,800,181**
31 March 2019						
Non-derivative financial liabilities						
Secured bank loans	50,341,544	53,833,522	12,354,013	41,479,509	–	–
Finance lease liabilities	232,727	244,431	151,103	93,328	–	–
Trade and other payables	36,645,287	36,645,287	36,645,287	–	–	–
Bank overdraft	347,807	362,429	362,429	–	–	–
	87,567,365	91,085,669	49,512,832	41,572,837	–	–
Company						
31 March 2020						
Non-derivative financial liabilities						
Trade and other payables	**1,935,428**	**1,935,428**	**1,935,428**	**–**	**–**	**–**
Lease liabilities	**2,355,698**	**2,542,379**	**1,000,400**	**974,930**	**567,049**	**–**
	4,291,126	**4,477,807**	**2,935,828**	**974,930**	**567,049**	**–**
31 March 2019						
Non-derivative financial liabilities						
Trade and other payables	910,928	910,928	910,928	–	–	–

33 FINANCIAL INSTRUMENTS (CONTINUED)

Exposure to liquidity risk (Continued)

The maturity analyses show the contractual undiscounted cash flows of the Group and the Company's financial liabilities on the basis of their earliest possible contractual maturity. The cash outflows disclosed represent the contractual undiscounted cash flows relating to derivative financial liabilities held for risk management purposes and which are usually not closed out prior to contractual maturity.

As disclosed in Note 16, the Group has a secured bank loan which contains a covenant. The covenant is monitored on a regular basis by the Treasury department and regularly reported to management to ensure compliance with the agreement.

If there is a breach of this covenant may require the Group to repay the loan earlier than indicated in the table above.

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return.

Currency risk

The Group is exposed to transactional foreign currency risk to the extent that there is a mismatch between the currencies in which sales, purchases, receivables and borrowings, including inter-company sales, purchases and inter-company balances, that are denominated in a currency other than the respective functional currencies of Group entities. The functional currencies of Group entities are primarily the Singapore dollar (SGD) and US dollar (USD). The currencies in which these transactions primarily are denominated are the Singapore dollar (SGD), US dollar (USD), Euro (EUR).

The Group does not hedge against foreign exchange exposure as the currency risk is not expect to be significant.

Exposure to currency risk

The summary of quantitative data about the exposure to currency risk as reported to the management of the Group is as follows:

	31 March 2020			31 March 2019		
	SGD	**EUR**	**USD**	**SGD**	**EUR**	**USD**
	$	**$**	**$**	**$**	**$**	**$**
Group						
Cash and bank balances	**69**	**330,159**	**857,780**	4,158	752,888	670,664
Trade receivables	**18,091,967**	**1,136,044**	**10,886,980**	491,686	1,212,537	7,106,453
Other receivables	**179,252**	**1,110,308**	**8,956,963**	200,265	1,306,861	11,356,191
Trade payables	**(5,008,489)**	**(1,659,104)**	**(7,682,411)**	(4,767,180)	(1,392,442)	(5,344,819)
Other payables	**(31,631,893)**	**(11,860)**	**(4,806,426)**	(18,776,852)	(1,321,265)	(1,478,327)
Bank borrowings	**–**	**–**	**–**	–	–	–
Net statement of financial position exposure	**(18,369,094)**	**905,547**	**8,212,886**	(22,847,923)	558,579	12,310,162

33 FINANCIAL INSTRUMENTS (CONTINUED)

Currency risk (Continued)

Sensitivity analysis

The following table details the sensitivity to a 5% strengthening and weakening in United States dollar, Euro, Singapore dollar against the respective functional currencies of the entities of the Group as at 31 March would have increased (decreased) equity and profit or loss by the amount show below.

	Group Profit or (loss) $
31 March 2020	
SGD (5% strengthening)	**(918,455)**
USD (5% strengthening)	**410,644**
EUR (5% strengthening)	**45,277**
SGD (5% weakening)	**918,455**
USD (5% weakening)	**(410,644)**
EUR (5% weakening)	**(45,277)**
31 March 2019	
SGD (5% strengthening)	(1,142,396)
USD (5% strengthening)	615,508
EUR (5% strengthening)	27,929
SGD (5% weakening)	1,142,396
USD (5% weakening)	(615,508)
EUR (5% weakening)	(27,929)

Interest rate risk

The primary source of the Group's interest rate risk relates to interest-bearing bank borrowings as disclosed in Note 16 to the financial statements. As the interest for bank borrowings are based on variable rates, the Group is exposed to risk arising from the changes in interest rate. This risk is not hedged. Finance leases are at fixed interest rate in 2020 and 2019.

Exposure to interest rate risk

At the reporting date, the interest rate profile of the Group's interest-bearing financial instruments, as reported to the management was as follows:

	Group Nominal amount		Company Nominal amount	
	2020 $	2019 $	2020 $	2019 $
Fixed rate instruments				
Financial assets	–	–	–	–
Financial liabilities	**(13,060,197)**	(232,727)	**2,355,697**	–
	(13,060,197)	(232,727)	**2,355,697**	–

33 FINANCIAL INSTRUMENTS (CONTINUED)

Interest rate risk (Continued)

Exposure to interest rate risk (Continued)

	Group Nominal amount		Company Nominal amount	
	2020	**2019**	**2020**	**2019**
	$	**$**	**$**	**$**
Variable rate instruments				
Financial assets	**–**	–	**–**	–
Financial liabilities	**(33,156,002)**	(50,689,785)	**–**	–
	(33,156,002)	(50,689,785)	**–**	–

Fair value sensitivity analysis for fixed rate instruments

The Group does not account for any fixed rate financial assets and liabilities at FVTPL. Therefore, in respect of the fixed rate instruments, a change in interest rates at the reporting date would not affect profit or loss.

Cash flow sensitivity analysis for variable rate instruments

A reasonably possible change of 100 basis points in interest rates at the reporting date would have increased (decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

	Profit or loss		Equity	
	100 bp increase	**100 bp decrease**	**100 bp increase**	**100 bp decrease**
	$	**$**	**$**	**$**
Group				
31 March 2020				
Variable rate instruments	**(331,560)**	**331,560**	**–**	**–**
Cash flow sensitivity (net)	**(331,560)**	**331,560**	**–**	**–**
31 March 2019				
Variable rate instruments	(506,898)	506,898	–	–
Cash flow sensitivity (net)	(506,898)	506,898	–	–

Capital management policies and objectives

The Group manages its capital to ensure that it will be able to continue as a going concern while maximizing the return to stakeholders through the optimization of the debt and equity balance. The Group is required to maintain compliance with covenants under loan agreements with banks and the covenants include a maximum gearing ratio and a minimum tangible net worth amount. The Group reviews the capital structure on a regular basis to ensure the covenants are complied with.

33 FINANCIAL INSTRUMENTS (CONTINUED)

Capital management policies and objectives (Continued)

During the FY 2018, certain credit facilities have been restructured in which a moratorium and suspension of financial covenants has been obtained for the restructured credit facilities. The Group is in compliance with externally imposed capital requirements for financial year ended 31 March 2018 and 2019.

The capital structure of the Group consists of debt, which includes bank loans and finance leases and equity, comprising share capital, reserves and accumulated losses. The Group's overall strategy remains unchanged from prior year.

Estimation of fair values

The carrying amounts of financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair value because of the short period to maturity.

Other long-term financial liabilities

Fair value is calculated based on the present value of future cash flows, discounted at the market rate of interest at the reporting date. As at 31 March 2019, the carrying amount of long-term financial liabilities are estimated to approximate to their fair value. Fair value is measured using the Level 2 valuation inputs.

Accounting classifications

The carrying amounts of financial assets and financial liabilities by accounting classifications are as follows:

		Carrying amount		
	Note	**Amortized cost $**	**Other financial liabilities $**	**Total $**
Group				
31 March 2020				
Financial assets not measured at fair value				
Trade receivables	10	**32,056,004**	**–**	**32,056,004**
Other receivables (excludes prepayments and GST recoverable)	11	**2,397,303**	**–**	**2,397,303**
Cash and cash equivalents	13	**18,880,891**	**–**	**18,880,891**
		53,334,198	**–**	**53,334,198**
Financial liabilities not measured at fair value				
Bank overdraft	16	**–**	**3,159,371**	**3,159,371**
Secured bank loans	16	**–**	**32,914,335**	**32,914,335**
Lease liabilities	17	**–**	**9,900,826**	**9,900,826**
Trade payables	18	**–**	**27,226,329**	**27,226,329**
		–	**73,200,861**	**73,200,861**
31 March 2019				
Financial assets not measured at fair value				
Trade receivables	10	32,512,310	–	32,512,310
Other receivables (excludes prepayments and GST recoverable)	11	2,269,285	–	2,269,285
Cash and cash equivalents	13	28,607,270	–	28,607,270
		63,388,865	–	63,388,865

33 FINANCIAL INSTRUMENTS (CONTINUED)

Accounting classifications (Continued)

	Note	Carrying amount		
		Amortized cost $	Other financial liabilities $	Total $
Group				
31 March 2019				
Financial liabilities not measured at fair value				
Bank overdraft	16	–	(347,807)	(347,807)
Secured bank loans	16	–	(50,341,978)	(50,341,978)
Finance lease liabilities	17	–	(232,727)	(232,727)
Trade payables	18	–	(26,092,465)	(26,092,465)
		–	(77,014,977)	(77,014,977)
Company				
31 March 2020				
Financial assets not measured at fair value				
Trade receivables	10	**–**	**–**	**–**
Other receivables (excludes prepayments and GST recoverable)	11	**59,302**	**–**	**59,302**
Cash and cash equivalents	13	**564,214**	**–**	**564,214**
		623,516	**–**	**623,516**
Financial liabilities not measured at fair value				
Lease liabilities	17	**–**	**2,355,698**	**2,355,698**
31 March 2019				
Financial assets not measured at fair value				
Trade receivables	10	1,744,721	–	1,744,721
Other receivables (excludes prepayments and GST recoverable)	11	633,468	–	633,468
Cash and cash equivalents	13	11,191,573	–	11,191,573
		13,569,762	–	13,569,762

Financial instruments not measured at fair value

Other financial liabilities include bank overdrafts, secured and unsecured bank loans, finance lease liabilities and trade payables.

34 SUBSEQUENT EVENTS

The coronavirus (Covid-19) pandemic was announced by the World Health Organization in March 2020 given the outbreak of the virus in countries across the world including Singapore.

The spread of Covid-19 has created a high level of uncertainty to the near-term global economic prospects and caused disruptions to various businesses. The Company is taking precautionary measures to deal with the Covid-19 outbreak in accordance with guidelines provided by the authorities in the respective countries the Company operates in.

The Covid-19 outbreak is expected to impact the Company's operations and trading results, the extent of which will depend on how long the outbreak lasts. As at the date of financial statements are authorized for issuance, the current situation is still evolving and unpredictable. As a result, it is not practicable for the Company to estimate the financial effect of Covid-19 at this juncture. The Company is actively monitoring and managing its operations to minimize any potential impacts that may arise from the outbreak.

As at 23 July 2020

SHARE CAPITAL

Issued and Fully Paid Up Capital	:	S$168,525,455**
Class of Shares	:	ordinary shares
Number of Shares	:	2,597,374,250
Voting Rights	:	1 vote per share
Treasury Shares and Subsidiary Holdings	:	Nil

** This is based on records kept with the Accounting and Corporate Regulatory Authority ("ACRA") and differs from the accounting records of the Company which is S$166,256,912 due to certain share issue expenses.

Based on the information provided, to the best knowledge of the Directors and the substantial shareholders of the Company, 17.28% of the issued ordinary shares of the Company is held in the hands of the public as at 23 July 2020. Accordingly, Rule 723 of the Listing Manual of the Singapore Exchange Securities Trading Limited has been complied with.

ANALYSIS OF SHAREHOLDERS

DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 – 99	0	0.00	0	0.00
100 – 1,000	126	14.77	121,100	0.00
1,001 – 10,000	347	40.68	1,576,200	0.06
10,001 – 1,000,000	347	40.68	40,957,600	1.58
1,000,001 AND ABOVE	33	3.87	2,554,719,350	98.36
TOTAL	**853**	**100.00**	**2,597,374,250**	**100.00**

TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	PEAKBAYOU LTD.	1,373,228,000	52.87
2	LIGHTHOUSE LOGISTICS LIMITED	555,105,771	21.37
3	CITIBANK NOMINEES SINGAPORE PTE LTD	234,895,734	9.04
4	TEO BEE CHIONG	55,853,625	2.15
5	TEO BEE HUA	53,860,375	2.07
6	LEW SIEW POH	53,232,000	2.05
7	UOB KAY HIAN PRIVATE LIMITED	34,212,000	1.32
8	TEO BEE HOE	31,764,000	1.22
9	TEO SZE KIAT	17,630,860	0.68
10	TEO SZE PURN	17,625,570	0.68
11	TEO SZE YAO (ZHANG SHIYAO)	17,625,570	0.68
12	KHWAJA ASIF RAHMAN	17,000,000	0.65
13	DBS NOMINEES (PRIVATE) LIMITED	14,167,668	0.55
14	RAFFLES NOMINEES (PTE.) LIMITED	12,528,600	0.48
15	COMFORT SHIPPING PTE. LTD.	8,400,000	0.32
16	LIM CHIN KOK	7,956,677	0.31
17	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	7,047,000	0.27
18	WEE SENG INVESTMENTS PTE. LTD.	6,490,000	0.25
19	CHRYSSES ENGINEERING SINGAPORE PTE LTD	5,500,000	0.21
20	GORDON CAI ZHEN QIANG	5,040,000	0.19
	TOTAL	**2,529,163,450**	**97.36**

As at 23 July 2020

AMOS GROUP LIMITED

Substantial Shareholders

Name of Substantial Shareholder	Shareholdings registered in the name of substantial shareholder		Shareholdings in which the substantial shareholders are deemed to be interested	
	No. of Shares	%	No. of Shares	%
PeakBayou Ltd.	1,373,228,000	52.87	–	–
Lighthouse Logistics Limited	555,105,771	21.37	–	–
Kyle Arnold Shaw, Jr(1)(2)	–	–	1,928,333,771	74.24
Danny Lien Chong Tuan(3)	–	–	220,275,734	8.48

Notes:

(1) Kyle Arnold Shaw, Jr. is the sole manager of ShawKwei Investments LLC, which is the sole general partner of Shaw Kwei Asia Value Fund 2017, L.P., which is in turn the sole shareholder of PeakBayou Ltd.

(2) Kyle Arnold Shaw, Jr. is the director and shareholder of Shaw Kwei & Partners Ltd, which is the sole shareholder of Lighthouse Logistics Limited. Shaw Kwei & Partners Ltd, as the sole general partner, holds the shares of Lighthouse Logistics Limited on behalf of Asia Value Investment Fund 3, L.P.

(3) Danny Lien Chong Tuan is deemed to be interested in 220,275,734 shares of the Company registered under Citibank Nominees Singapore Pte Ltd.

NOTICE IS HEREBY GIVEN that the Annual General Meeting of the Company will be held via live webcast on Thursday, 27 August 2020 at 10.00 a.m. to transact the following business:–

Ordinary Business

1. To receive and adopt the Directors' Statement and Audited Financial Statements for the financial year ended 31 March 2020 and the Auditors' Report thereon. **[Resolution 1]**

2. To re-elect the following Directors retiring pursuant to the Company's Constitution:–

   (a) Mr Kyle Arnold Shaw, Jr (Retiring under Regulation 114) **[Resolution 2]**

   (b) Mr David Wood Hudson (Retiring under Regulation 114) **[Resolution 3]**
   [See Explanatory Note 1]

3. To approve the sum of S$180,000/- as Directors' fees for the financial year ending 31 March 2021 to be paid quarterly in arrears. (FY2020: S$480,000) **[Resolution 4]**

4. To re-appoint Messrs KPMG LLP as Auditors of the Company and to authorize the Directors to fix their remuneration. **[Resolution 5]**

5. To transact any other business that may be transacted at an Annual General Meeting.

Special Business

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

6. Authority to allot and issue shares in the capital of the Company

   That pursuant to Section 161 of the Companies Act, Chapter 50 (the "Act"), the Constitution and the listing rules of the Singapore Exchange Securities Trading Limited ("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 warrants, debentures or other instruments convertible into Shares,

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

   (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force):

   (i) issue additional instruments as adjustments in accordance with the terms and conditions of the Instruments made or granted by the Directors while this Resolution was in force; and

(ii) issue Shares in pursuance of any Instruments made or granted by the Directors while this Resolution was in force or such additional Instruments in (b)(i) above,

provided that:

(1) the aggregate number of Shares to be issued pursuant to this Resolution (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) at the time of the passing of this Resolution (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of Shares issued other than on a pro rata basis to existing shareholders (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 20% of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) (as calculated in accordance with sub-paragraph (2) below); and

(2) (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 (1) above, the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) shall be calculated based on the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) at the time of the passing of this Resolution, after adjusting for:–

   (a) new Shares arising from the conversion or exercise of convertible securities;

   (b) new Shares arising from the exercise of share options or vesting of share awards outstanding or subsisting at the time this Resolution is passed, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the SGX-ST Listing Manual; and

   (c) any subsequent bonus issue, consolidation or subdivision of Shares;

(3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the listing rules of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and

(4) (unless revoked or varied by the Company in general meeting) the authority conferred by this Resolution shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier.
[See Explanatory Note 2] **[Resolution 6]**

7. <u>Authority to issue shares under the AMOS Employee Share Option Scheme</u>

That pursuant to Section 161 of the Companies Act, Chapter 50, authority be and is hereby given to the Directors to:

(a) offer and grant options from time to time in accordance with the rules of the AMOS Employee Share Option Scheme (the "ESOS"); and

(b) allot and issue from time to time such number of shares ("Shares") in the capital of the Company as may be required to be issued pursuant to the exercise of options granted under the ESOS, provided that the aggregate number of Shares to be issued pursuant to the ESOS shall not exceed 15% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company from time to time and that such authority shall, unless revoked or varied by the Company in a general meeting, 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 earlier.

[See Explanatory Note 3] **[Resolution 7]**

8. Renewal of the Share Buy-back Mandate

That:

(a) for the purposes of Sections 76C and 76E of the Companies Act, Chapter 50, the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire issued Shares of the Company not exceeding in aggregate the Prescribed Limit (as hereafter defined), at such price or prices as may be determined by the Directors from time to time up to the Maximum Price (as hereafter defined), whether by way of:

(i) on-market purchases transacted through the SGX-ST's trading system or on another stock exchange on which the issuer's equity securities are listed ("Market Acquisitions") or

(ii) off-market acquisitions in accordance with an equal access scheme as defined in Section 76C of the Companies Act ("Off-Market Acquisitions"),

and otherwise in accordance with all other laws, regulations and rules of the SGX-ST or, as the case may be, Other Exchange, as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "Share Buyback Mandate");

(b) unless varied or revoked by the Company in a general meeting, the authority conferred on the Directors of the Company pursuant to the Share Buyback 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 and expiring on the earliest of:

(i) the date on which the next Annual General Meeting of the Company is held;

(ii) the date by which the next Annual General Meeting of the Company is required by law to be held; or

(iii) the date on which purchases and acquisitions of Shares pursuant to the Share Buyback Mandate are carried out to the full extent mandated;

(c) in this Resolution:

"**Prescribed Limit**" means that number of Shares representing 10% of the issued Shares as at the date of the passing of this Resolution (excluding any Shares which are held as treasury shares and subsidiary holdings);

"**Maximum Price**" in relation to a Share to be purchased, means the purchase price (excluding brokerage, stamp duties, applicable goods and services tax and other related expenses) not exceeding:

(i) in the case of a Market Acquisition of a Share, 105% of the Average Closing Price; and

(ii) in the case of an Off-Market Acquisition of a Share, 120% of the Average Closing Price,

where:

"**Average Closing Price**" is the average of the closing market prices of a Share over the last five (5) market days on which the Shares were transacted on the SGX-ST or, as the case may be, Other Exchange, preceding the day of the Market Acquisition or, as the case may be, the day of the making of the offer pursuant to an Off-Market Acquisition, and deemed to be adjusted for any corporate action that occurs during the relevant five market days period and the day on which the purchases are made;

"**day of the making of the offer**" means the day on which the Company makes an offer for the purchase or acquisition of Shares from shareholders, stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Acquisition; and

"**market day**" means a day on which the SGX-ST is open for trading in securities; and

(d) the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they may consider expedient or necessary to give effect to the transactions contemplated by this Resolution.
[See Explanatory Note 4] **[Resolution 8]**

By Order of the Board

Sharon Yeoh
Company Secretary

11 August 2020
Singapore

Explanatory Notes:

(1) Mr David Wood Hudson, if re-elected, will remain as the Chairman of the Remuneration Committee and a member of the Nominating Committee. Mr David Wood Hudson will be considered as an Independent Director of the Company. Pursuant to Rule 720(6) of the Listing Manual, further information on Mr David Wood Hudson is set out on Page 21 of the Company's Annual Report.

(2) The ordinary resolution 6 in item 6 above, if passed, will empower the Directors from the date of this Annual General Meeting until the date of the next Annual General Meeting or the date by which the next Annual General Meeting is required by law to be held or such authority is revoked or varied by the Company in general meeting, whichever is earlier, to issue Shares, make or grant instruments convertible into Shares and to issue Shares pursuant to such instruments up to an aggregate number not exceeding 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) in the capital of the Company, of which the aggregate number issued other than on a pro rata basis to all existing shareholders of the Company shall not exceed 20% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company as more particularly set out in the resolution.

(3) The ordinary resolution 7 in item 7 above, if passed, will empower the Directors, from the date of this Annual General Meeting until the date of the next Annual General Meeting or the date by which the next Annual General Meeting is required by law to be held or such authority is revoked or varied by the Company in general meeting, whichever is earlier, to offer and grant options and to issue Shares in the capital of the Company pursuant to the ESOS, provided that the aggregate number of Shares to be issued under the ESOS shall not exceed 15% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company for the time being.

(4) The ordinary resolution 8 in item 8, if passed, will empower the Directors, from the date of the above Annual General Meeting to purchase or other acquire Shares by way of Market Acquisition or Off-Market Acquisition, provided that the aggregate number of Shares to be purchased or acquired under the Share Buy Back Mandate does not exceed the Prescribed Limited, and at such price(s) as may be determined by the Directors of the Company from time to time up to but not exceeding the Maximum Price. The information relating to this Resolution is set out in the Appendix enclosed together with the Annual Report.

Notes:

1. The AGM is being convened, and will be held, by electronic means pursuant to the Covid-19 (Temporary Measures) (Alternative Arrangements for Meetings for Companies, Variable Capital Companies, Business Trusts, Unit Trusts and Debenture Holders) Order 2020.

2. Due to the current Covid-19 restriction orders in Singapore, Members will not be able to attend the AGM in person. Alternative arrangements relating to attendance at the AGM via electronic means (including arrangements by which the meeting can be electronically accessed via live audio-visual webcast), submission of questions to the Chairman of the AGM in advance of the AGM, addressing of substantial and relevant questions at the AGM and voting by appointing the Chairman of the AGM as proxy at the AGM, are set out below. Any reference to a time of day is made by reference to Singapore time.

3. Members will be able to observe and/or listen to the AGM proceedings through a live audio-visual webcast via their mobile phones, tablets or computers. In order to do so, Members must preregister at the Company's pre-registration website at the URL https://complete-corp.com.sg/amosgroup-agm-egm/ from now till 25 August 2020, 10.00 a.m., to enable the verification of Members' status.

   Corporate shareholders must also submit the Corporate Representative Certificate to the Company at amosgroup-agm-egm@complete-corp.com.sg, in addition to the registration procedures as set out in paragraph above, by 25 August 2020, 10.00 a.m., for verification purpose.

   Following the verification, authenticated Members will receive an email, which will contain the login instructions, password as well as the link to access the live audio-visual webcast of the AGM proceedings, by 26 August 2020, 12 noon. Members who do not receive an email by 26 August 2020, 12 noon, but have registered by the 25 August 2020 deadline should contact Complete Corporate Services Pte Ltd at +65 6329 2745 or via email to amosgroup-agm-egm@complete-corp.com.sg.

4. Members may also submit questions related to the resolutions to be tabled for approval at the AGM to the Chairman of the AGM, in advance of the AGM. In order to do so, their questions must be submitted in the following manner by 25 August 2020, 10.00 a.m.:

   (a) if submitted electronically, be submitted:

      (i) via the Company's pre-registration website at the URL https://complete-corp.com.sg/amosgroup-agm-egm/; or

      (ii) via email to the Company's Polling Agent, Complete Corporate Services Pte Ltd, at amosgroup-agm@complete-corp.com.sg; or

   (b) if submitted by post, be deposited at the registered office of the Company at 156, Gul Circle, Singapore 629613.

   Members who submit questions via email or by post to the Company must provide the following information:

      (1) the Member's full name;

      (2) NRIC/Passport Number/Company Registration No. (last 4 digits);

      (3) the Member's address; and

      (4) the manner in which the Member holds Shares in the Company (e.g., via CDP, scrip, CPF or SRS).

   The Company will endeavour to address all substantial and relevant questions submitted in advance of the AGM prior to or during the AGM. The Company will publish the responses to the substantial and relevant questions together with the AGM Results on SGXNET. The minutes will also include the responses to the substantial and relevant questions which are addressed during the AGM.

   Members will not be able to ask questions at the AGM live during the webcast, and therefore it is important for Members who wish to ask questions to submit their questions in advance of the AGM.

5. If a Member (whether individual or corporate) wishes to exercise his/her/its voting rights at the AGM, he/she/it must appoint the Chairman of the AGM as his/her/its proxy to attend, speak and vote on his/her/its behalf at the AGM.

   In appointing the Chairman of the AGM as proxy, a Member 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.

6. The Proxy Form must be submitted to in the following manner:

   (a) if submitted by post, be lodged at the registered office of the Company at 156, Gul Circle, Singapore 629613; or

   (b) if submitted electronically, be submitted via email to amosgroup-agm-egm@complete-corp.com.sg

   in either case, by 25 August 2020, 10.00 a.m., being 48 hours before the time fixed for the AGM.

   A Member who wishes to submit a Proxy Form must complete and sign the Proxy Form, before submitting it by post to the address provided above, or before sending it by email to the email address provided above.

   In view of the Covid-19 restriction orders in Singapore and the related safe distancing measures which may make it difficult for Members to submit completed Proxy Forms by post, Members are strongly encouraged to submit completed Proxy Forms electronically via email.

7. Members who hold shares through relevant intermediaries, including CPF and SRS investors, and who wish to participate in the AGM by (a) observing and/or listening to the AGM proceedings through live audio-visual webcast; (b) submitting questions in advance of the AGM; and/or (c) appointing the Chairman of the AGM as proxy to attend, speak and vote on their behalf at the AGM, should contact the relevant intermediary (which would include, in the case of CPF and SRS investors, their respective CPF Agent Banks or SRS Operators) through which they hold such shares as soon as possible in order to make the necessary arrangements for them to participate in the AGM.

   In addition, CPF and SRS investors who wish to appoint the Chairman of the AGM as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 17 August 2020, 5.00 p.m., being 7 working days before the date of the AGM.

   "Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act, Chapter 50:

   (a) a banking corporation licensed under the Banking Act (Cap. 19) or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;

   (b) a capital markets services licence holder which provides custodial services for securities under the Securities and Futures Act (Cap. 289) and holds shares in that capacity; or

   (c) the Central Provident Fund Board established by the Central Provident Fund Act (Cap. 36), in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.

8. The Chairman of the AGM, as proxy, need not be a Member of the Company.

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

PERSONAL DATA PRIVACY

Where a member of the Company submits an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the Annual General Meeting and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, proxy lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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IMPORTANT

1. The AGM (as defined below) 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.
2. Alternative arrangements relating to attendance at the AGM via electronic means (including arrangements by which the meeting can be electronically accessed via live audio-visual webcast), submission of questions to the Chairman of the AGM in advance of the AGM, addressing of substantial and relevant questions at the AGM and voting by appointing the Chairman of the AGM as proxy at the AGM, are set out in the Notice of AGM.
3. Due to the current Covid-19 restriction orders in Singapore, Members will not be able to attend the AGM in person. If a Member (whether individual or corporate) wishes to exercise his/her/its voting rights at the AGM, he/she/it must appoint the Chairman of the AGM as his/her/its proxy to attend, speak and vote on his/her/its behalf at the AGM.
4. If a CPF or SRS investor wishes to appoint the Chairman of the AGM as proxy, he/she should approach their respective CPF Agent Banks or SRS Operators to submit his/her votes by 17 August 2020, 5.00 p.m., being 7 working days before the date of the AGM.
5. Please read the notes overleaf which contain instructions on, inter alia, the appointment of the Chairman of the AGM as a Member's proxy to attend, speak and vote on his/her/its behalf at the AGM.

AMOS GROUP LIMITED

(Incorporated in the Republic of Singapore)
Company Registration No: 201004068M

PROXY FORM

I/We ______________________________ (Name)

NRIC/Passport/Company Registration No. ______________________________

of ______________________________ (Address)

being a member/members of **AMOS GROUP LIMITED** hereby appoint Chairman as my/our proxy to attend and vote for me/us on my/our behalf at the Annual General Meeting (the "AGM") of the Company to be held **via live webcast on Thursday, 27 August 2020 at 10.00 a.m.** and at any adjournment thereof. I/We direct my/our proxy to vote for, against or to abstain from voting the Resolutions proposed at the AGM as indicated hereunder. In appointing the Chairman of the AGM as proxy, a Member 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.

Voting would be conducted by poll. Please indicate your vote "For" or "Against" or "Abstain" with a tick [√] within the box provided. Alternatively, please indicate the number of votes as appropriate. If you mark the abstain box for a particular resolution, you are directing the Chairman not to vote on that resolution on a poll and your votes will not be counted in computing the required majority on a poll.

No.	Resolutions Relating To:	For	Against	Abstain
AS ORDINARY BUSINESS				
1	Directors' Statement and Audited Financial Statements for the financial year ended 31 March 2020 and the Auditors' Report thereon			
2	Re-election of Mr Kyle Arnold Shaw, Jr as a Director			
3	Re-election of Mr David Wood Hudson as a Director			
4	Approval of Directors' fees FY2021			
5	Re-appointment of KPMG LLP as Auditors			
AS SPECIAL BUSINESS				
6	Authority to issue new shares			
7	Authority to issue shares under the AMOS Employee Share Option Scheme			
8	Renewal of Share Buy Back Mandate			

Dated this ________ day of ______________ 2020

Total Number of Shares Held

____
Signature(s) of Member(s) or
Common Seal of Corporate Member

IMPORTANT
PLEASE READ NOTES OVERLEAF

Notes:

1 Due to the current Covid-19 restriction orders in Singapore, Members will not be able to attend the AGM in person. If a Member (whether individual or corporate) wishes to exercise his/her/its voting rights at the AGM, he/she/it must appoint the Chairman of the AGM as his/her/its proxy to attend, speak and vote on his/her/its behalf at the AGM. In appointing the Chairman of the AGM as proxy, a Member 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.

2 Members who hold shares through relevant intermediaries, including CPF and SRS investors, and who wish to participate in the AGM by (a) observing and/or listening to the AGM proceedings through live audio-visual webcast; (b) submitting questions in advance of the AGM; and/or (c) appointing the Chairman of the AGM as proxy to attend, speak and vote on their behalf at the AGM, should contact the relevant intermediary (which would include, in the case of CPF and SRS investors, their respective CPF Agent Banks or SRS Operators) through which they hold such shares as soon as possible in order to make the necessary arrangements for them to participate in the AGM.

CPF and SRS investors who wish to appoint the Chairman of the AGM as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 17 August 2020, 5.00 p.m., being 7 working days before the date of the AGM.

"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act, Chapter 50:

(a) a banking corporation licensed under the Banking Act (Cap. 19) or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;

(b) a capital markets services licence holder which provides custodial services for securities under the Securities and Futures Act (Cap. 289) and holds shares in that capacity; or

(c) the Central Provident Fund Board established by the Central Provident Fund Act (Cap. 36), in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.

3 The Chairman of the AGM, as proxy, need not be a Member of the Company.

4 The instrument appointing the Chairman of the AGM as proxy must be under the hand of the appointor or of his 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 seal or under the hand of a director or an officer or attorney duly authorised. Where the instrument appointing Chairman of the AGM as proxy is executed by an attorney on behalf of the appointor, the letter or power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.

5 Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act, (Cap 289)), you should insert that number of shares. If you have shares registered in your name in the Register of Members (maintained by or on behalf of the Company), you should insert that number of shares. If you have shares entered against your name in the Depository Register and shares registered in your name in the Register of Members, you should insert the aggregate number of shares entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by you.

6 The Proxy Form must be submitted to in the following manner

(a) if submitted by post, be lodged at the registered office of the Company at 156, Gul Circle, Singapore 629613; or

(b) if submitted electronically, be submitted via email to amosgroup-agm-egm@complete-corp.com.sg

in either case, by 25 August 2020, 10.00 a.m., being 48 hours before the time fixed for the AGM.

A Member who wishes to submit a Proxy Form must complete and sign the Proxy Form, before submitting it by post to the address provided above, or before sending it by email to the email address provided above.

General:

The Company shall be entitled to reject this instrument of proxy if it is incomplete, improperly completed, illegible or where the true intentions of the appointer are not ascertainable from the instructions of the appointer specified in this instrument of proxy. In addition, in the case of members whose shares are entered in the Depository Register, the Company may reject an instrument of proxy lodged if the member, being the appointer, is not shown to have shares entered against his name in the Depository Register as at 72 hours before the time set for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 11 August 2020.

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