

APPENDIX DATED 15 SEPTEMBER 2021

THIS APPENDIX IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION.

This Appendix is circulated to the Shareholders (as defined in this Appendix) of Best World International Limited (the “**Company**”) together with the Company’s annual report for the financial year ended 31 December 2020 (the “**Annual Report 2020**”). Its purpose is to explain to the Shareholders the rationale and provide information to the Shareholders for the proposed adoption of the Share Buyback Mandate (as defined in this Appendix) to be tabled at the annual general meeting of the Company (“**AGM**”) to be held via Live Webcast on 30 September 2021 at 10.00 a.m.

The Notice of the AGM and a proxy form are enclosed with the Annual Report 2020.

If you have sold all your Shares (as defined in this Appendix), you should immediately forward this Appendix, the Annual Report 2020 and proxy form to the purchaser or to the bank, stockbroker or agent through whom the sale was effected for onward transmission to the purchaser.

The legal adviser appointed by the Company for the purpose of the corporate action set out in this Appendix is AEI Legal LLC.

The Singapore Exchange Securities Trading Limited (“**SGX-ST**”) assumes no responsibility for the correctness of any of the statements made, reports contained or opinions expressed in this Appendix.

If you are in any doubt as to the contents herein or as to any action you should take, you should consult your stockbroker, bank manager, solicitor, accountant or any other professional adviser immediately.



BEST WORLD INTERNATIONAL LIMITED
(Incorporated in the Republic of Singapore on 11 December 1990)
(Company Registration No. 199006030Z)

APPENDIX TO SHAREHOLDERS

IN RELATION TO

THE PROPOSED ADOPTION OF THE SHARE BUYBACK MANDATE

CONTENTS

DEFINITIONS	3
1. THE PROPOSED ADOPTION OF THE SHARE BUYBACK MANDATE	7
2. DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTERESTS	27
3. ACTION TO BE TAKEN BY SHAREHOLDERS.....	28
4. DIRECTORS' RECOMMENDATIONS	29
5. ABSTENTION FROM VOTING	29
6. DIRECTORS' RESPONSIBILITY STATEMENT.....	29
7. CONSENT.....	30
8. DOCUMENTS FOR INSPECTION	30

DEFINITIONS

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

- “2018 Mandate”** : Has the meaning ascribed to it in Section 1.1 of this Appendix
- “2021 AGM”** : The annual general meeting of the Company to be held via Live Webcast on 30 September 2021 at 10.00 a.m. notice of which is enclosed with the Annual Report 2020
- “AGM”** : The annual general meeting of the Company
- “Annual Report 2020”** : The annual report of the Company for the financial year ended 31 December 2020
- “Approval Date”** : Has the meaning ascribed to it in Section 1.3.1 of this Appendix
- “Average Closing Price”** : Has the meaning ascribed to it in Section 1.3.4 of this Appendix
- “Board”** : The board of the Directors of the Company for the time being
- “CDP”** : The Central Depository (Pte) Limited
- “Collective Voting Rights”** : Has the meaning ascribed to it in Section 1.9.4.1 of this Appendix
- “Companies Act”** : The Companies Act (Chapter 50) of Singapore, as amended, modified or supplemented from time to time
- “Company”** : Best World International Limited
- “Concert Parties Arrangement”** : Has the meaning ascribed to it in Section 1.9.4.1 of this Appendix
- “Controlling Shareholder”** : A person who:
- (a) holds directly or indirectly 15% or more of the total number of issued Shares excluding treasury shares and subsidiary holdings in the Company. The SGX-ST may determine that a person who satisfies this paragraph is not a Controlling Shareholder; or
 - (b) in fact exercises control over a company
- “D2 Shareholders’ Agreement”** : Has the meaning ascribed to it in Section 1.9.4.1 of this Appendix

“Directors”	: Directors of the Company for the time being
“EPS”	: Earnings per Share
“Full Share Purchase”	: Has the meaning ascribed to it in Section 1.9.4.2 of this Appendix
“Group”	: The Company and its subsidiaries
“Latest Practicable Date”	: 8 September 2021, being the latest practicable date prior to the submission of this Appendix
“Listing Manual”	: The Listing Manual of the SGX-ST, as amended, modified or supplemented from time to time
“Market Day”	: A day on which the SGX-ST is open for trading in securities
“Market Purchase”	: Has the meaning ascribed to it in Section 1.3.3(a) of this Appendix
“Maximum Price”	: Has the meaning ascribed to it in Section 1.3.4 of this Appendix
“NTA”	: Net tangible assets
“Off-Market Purchase”	: Has the meaning ascribed to it in Section 1.3.3(b) of this Appendix
“Ordinary Resolution”	: The ordinary resolution relating to the proposed adoption of the Share Buyback Mandate, set out in the Notice of the 2021 AGM
“Parties”	: Has the meaning ascribed to it in Section 1.9.4.1(h) of this Appendix
“Registrar”	: Has the meaning ascribed to it in Section 1.10 of this Appendix
“Registration Deadline”	: Has the meaning ascribed to it in Section 3(b) of this Appendix
“Relevant Period”	: The period commencing from the date on which the ordinary resolution in relation to the adoption of the Share Buyback Mandate is passed at the 2021 AGM, and expiring on the date the next AGM is or is required by law to be held, whichever is the earlier
“Securities Account”	: Securities accounts maintained by a Depositor with CDP but not including securities sub-accounts maintained with a Depository Agent

“Securities and Futures Act”	: The Securities and Futures Act (Chapter 289) of Singapore, as amended, modified or supplemented from time to time
“SGX-ST”	: Singapore Exchange Securities Trading Limited
“Share Buyback”	: The buyback of Shares by the Company pursuant to the terms of the Share Buyback Mandate
“Share Buyback Mandate”	: The proposed mandate to enable the Company to purchase or otherwise acquire its Shares, the terms of which are set out in Section 1 of this Appendix
“Shareholders”	: Persons who are registered as holders of the Shares except where the registered holder is CDP, in which case the term “Shareholders” shall in relation to such Shares mean the Depositors whose Securities Accounts with CDP are credited with the Shares
“Shares”	: Ordinary shares in the capital of the Company
“SIC”	: The Securities Industry Council
“subsidiaries”	: The subsidiaries of a company (as defined in Section 5 of the Companies Act) and “subsidiary” shall be construed accordingly
“Substantial Shareholder”	: A person who holds directly or indirectly 5% or more of the issued voting shares in capital of the Company
“Take-over Code”	: The Singapore Code on Take-overs and Mergers, as amended, modified or supplemented from time to time
Currencies and others	
“S\$”, “\$” and “cents”	: Singapore dollars and cents respectively
“%” or “per cent”	: Per centum or percentage

The terms **“Depositor”**, **“Depository Register”** and **“Depository Agent”** shall have the meanings ascribed to them respectively by Section 81SF of the Securities and Futures Act. The term **“treasury share”** shall have the meaning ascribed to it in Section 4 of the Companies Act.

Any reference in this Appendix to any enactment is a reference to that enactment as for the time being amended or re-enacted. Any term defined under the Companies Act or the Listing Manual or any modification thereof and used in this Appendix shall, where applicable, have the same meaning assigned to it under the Companies Act or the Listing Manual or any modification thereof, unless otherwise provided.

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

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

Any reference to a time of a day and date in this Appendix is a reference to Singapore time and date unless otherwise stated.

BEST WORLD INTERNATIONAL LIMITED
(Incorporated in the Republic of Singapore on 11 December 1990)
(Company Registration No. 199006030Z)

LETTER TO SHAREHOLDERS

Directors:

Dora Hoan Beng Mui (Co-Chairman, Group CEO/ Managing Director)
Doreen Tan Nee Moi (Co-Chairman, President)
Huang Ban Chin (Chief Operating Officer and Executive Director)
Lee Sen Choon (Lead Independent Director)
Chan Pengee, Adrian (Non-Executive and Independent Director)
Chester Fong Po Wai (Non-Executive and Independent Director)
Li Lihui (Alternate Director to Dora Hoan Beng Mui)
Pek Wei Liang (Alternate Director to Doreen Tan Nee Moi)

Registered Office:

26 Tai Seng Street
#05-01, J'Forte,
Singapore 534057

15 September 2021

To: The Shareholders of Best World International Limited

THE PROPOSED ADOPTION OF THE SHARE BUYBACK MANDATE

Dear Shareholder,

1. THE PROPOSED ADOPTION OF THE SHARE BUYBACK MANDATE

1.1 Introduction

The purpose of this Appendix is to provide Shareholders with the relevant information pertaining to, and to seek Shareholders' approval at the 2021 AGM to be held on 30 September 2021 for, *inter alia*, the proposed adoption of the Share Buyback Mandate.

Any purchase or acquisition of Shares by the Company must be made in accordance with, and in the manner prescribed by the Companies Act, the Listing Manual, the Constitution of the Company and such other laws and regulations as may for the time being be applicable.

The Shareholders had approved the renewal of the share buyback mandate to enable the Company to purchase or otherwise acquire its issued Shares at the AGM of the Company held on 30 April 2018 (the "**2018 Mandate**").

The 2018 Mandate expired on 30 April 2019, being the date the subsequent AGM was required by law to be held, and was not renewed. In this regard, approval is now being sought from Shareholders for the adoption of the Share Buyback Mandate at the 2021 AGM. If approved, the Share Buyback Mandate will take effect from the date of the 2021 AGM and continue in force until the date of the next AGM or such date as the next AGM is required by law to be held, whichever is the earlier, unless prior thereto, Share Buybacks are carried out to the full extent mandated or the Share Buyback Mandate is revoked or varied by the Company in a general meeting.

The SGX-ST assumes no responsibility for the correctness of any of the statements made, opinions expressed or reports contained in this Appendix.

1.2 Rationale

The Directors constantly seek to increase Shareholders' value and to improve, *inter alia*, the return on equity of the Group. A Share Buyback at the appropriate price level is one of the ways through which the return on equity of the Group may be enhanced.

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

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

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

1.3 Terms of the Share Buyback Mandate

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

1.3.1 Maximum number of Shares

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

The total number of Shares that may be purchased or acquired by the Company is limited to that number of Shares representing not more than 10% of the total number of issued Shares of the Company (excluding treasury shares and subsidiary holdings) as at the date of the 2021 AGM at which the adoption of the Share Buyback Mandate is approved (the "**Approval Date**") (unless the Company has effected a reduction of its share capital in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period, in which event the total number of issued Shares of the Company shall be taken to be the total number of issued Shares of the Company as altered, excluding any treasury shares and subsidiary holdings, that may be held by the Company from time to time). Shares which are held as treasury shares or subsidiary holdings will be disregarded for the purposes of computing the 10% limit. The Company holds 10,291,900 treasury shares and does not have any subsidiary holdings as at the Latest Practicable Date.

For illustrative purposes only, based on the Company's 544,100,114 issued Shares (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date, and assuming that no further Shares are issued or repurchased and held as treasury shares or cancelled, on or prior to the 2021 AGM, not more than 54,410,011 Shares

(representing approximately 10% of the total number of issued Shares of the Company, as at the date of the 2021 AGM (excluding treasury shares and subsidiary holdings)) may be purchased or acquired by the Company pursuant to the Share Buyback Mandate.

1.3.2 Duration of authority

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

- (a) the date on which the next AGM of the Company is held or is required by law to be held;
- (b) the date on which the Share Buybacks are carried out to the full extent mandated; or
- (c) the date on which the authority contained in the Share Buyback Mandate is varied or revoked by the Shareholders in a general meeting.

1.3.3 Manner of purchase of Shares

Purchases of Shares may be made by way of, *inter alia*:

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

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

- (a) offers for the purchase or acquisition of Shares are to be made to every person who holds Shares to purchase or acquire the same percentage of their Shares;
- (b) all of those persons shall be given a reasonable opportunity to accept the offers made to them; and
- (c) the terms of all the offers are the same except that there shall be disregarded:
 - (i) differences in consideration attributable to the fact that the offers relate to Shares with different accrued dividend entitlements;

- (ii) differences in consideration attributable to the fact that the offers relate to Shares with different amounts remaining unpaid; and
- (iii) differences in the offers introduced solely to ensure that each person is left with a whole number of Shares.

In addition, Rule 885 of the Listing Manual provides that, in making an Off-Market Purchase in accordance with an equal access scheme, the Company must issue an offer document to all Shareholders which must contain at least the following information:

- (i) the terms and conditions of the offer; the period and procedures for acceptances;
- (ii) the reasons for the proposed Share Buyback;
- (iii) the consequences, if any, of Share Buybacks by the Company that will arise under the Take-over Code or other applicable take-over rules;
- (iv) whether the Share Buyback, if made, could affect the listing of the Shares on the SGX-ST;
- (v) details of any Share Buyback made by the Company in the previous 12 months (whether Market Purchases or Off-Market Purchases in accordance with an equal access scheme), giving the total number of Shares purchased, the purchase price per Share or the highest and lowest prices paid for the purchases, where relevant, and the total consideration paid for the purchases; and
- (vi) whether the Shares purchased by the Company will be cancelled or kept as treasury shares.

1.3.4 Maximum Purchase Price

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

- (a) in the case of a Market Purchase, 105% of the Average Closing Price (as defined hereinafter); and
- (b) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Average Closing Price (as defined hereinafter),

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

For the above purposes “**Average Closing Price**” means the average of the closing market prices of a Share over the last five (5) Market Days, on which transactions in the Shares were recorded, in the case of a Market Purchase, preceding the day of the Market Purchase, and deemed to be adjusted for any corporate action that occurs during the relevant 5-day period and the date of the Market Purchase, or in the case

of an Off-Market Purchase, preceding the date on which the Company makes an offer for the purchase or acquisition of Shares from Shareholders, stating therein the relevant terms of the equal access scheme for effecting the Off-Market Purchase.

1.4 Status of purchased Shares under the Share Buyback Mandate

A Share purchased or acquired by the Company is deemed cancelled immediately on purchase or acquisition (and all rights and privileges attached to the Share will expire on such cancellation) unless such Share is held by the Company as a treasury share. Accordingly, the total number of issued Shares will be diminished by the number of Shares purchased or acquired by the Company and which are not held as treasury shares.

1.5 Treasury shares

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

1.5.1 Maximum holdings

The aggregate number of Shares held as treasury shares cannot at any time exceed 10% of the total number of Shares.

In the event that the number of treasury shares held by the Company exceeds 10% of the total number of Shares, the Company shall dispose of or cancel the excess Shares within six (6) months of the day on which such contravention occurs, or such further period as the Registrar of Companies may allow.

1.5.2 Voting and other rights

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

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

1.5.3 Disposal and cancellation

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

- (a) sell the treasury shares for cash;
- (b) transfer the treasury shares for the purposes of or pursuant to any share scheme, whether for its employees, directors, or other persons;

- (c) transfer the treasury shares as consideration for the acquisition of shares in or assets of another company or assets of a person;
- (d) cancel the treasury shares; or
- (e) sell, transfer or otherwise use the treasury shares for such other purposes as the Minister for Finance may by order prescribe.

Pursuant to Rule 704(28) of the Listing Manual, the Company will immediately announce any sale, transfer, cancellation and/or use of treasury shares, stating the following:

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

1.6 Sources of funds for Share Buyback

The Companies Act permits the Company to make payment, pursuant to the purchase or acquisition of its own Shares, out of capital as well as from its distributable profits, so long as the Company is solvent. The Companies Act provides that a Company is solvent if at the date of the relevant payment, the following conditions are satisfied:

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

The Company intends to use internal resources, external borrowings and/or a combination of both to finance purchases or acquisitions of Shares pursuant to the Share Buyback Mandate.

1.7 Financial effects of the Share Buyback Mandate

1.7.1 The financial effects on the Company and the Group arising from purchases or acquisitions of Shares which may be made pursuant to the Share Buyback Mandate will depend on, *inter alia*, how the Shares are purchased or acquired, the price paid for such Shares and whether the Shares purchased or acquired are held as treasury shares or cancelled. The financial effects on the Company and the Group, based on the audited financial statements of the Company and the Group for the financial year ended 31 December 2020, are based on the following principal assumptions:

- (a) the purchase or acquisition of Shares pursuant to the Share Buyback Mandate had taken place on 1 January 2020 for the purpose of computing the financial effects on the EPS of the Group and the Company;
- (b) the purchase or acquisition of Shares pursuant to the Share Buyback Mandate had taken place on 1 January 2020 for the purpose of computing the financial effects on the Shareholders' equity, NTA per Share and gearing of the Group and the Company; and
- (c) transaction costs incurred for the purchase or acquisition of Shares pursuant to the Share Buyback Mandate are assumed to be insignificant and have been ignored for the purpose of computing the financial effects.

1.7.2 Purchase or acquisition out of capital or profits

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

Where the amounts paid by the Company for the purchase or acquisition of Shares are made out of capital, the amount available for the distribution of cash dividends by the Company will not be reduced but the issued share capital of the Company will be reduced by such amounts. Where the amounts paid by the Company for the purchase or acquisition of the Shares are made out of profits, such amounts will correspondingly reduce the amount available for the distribution of cash dividends by the Company.

1.7.3 Number of Shares acquired or purchased

For illustrative purposes only, on the basis of 544,100,114 Shares (excluding treasury shares and subsidiary holdings) in issue as at the Latest Practicable Date, and assuming no change in the number of Shares on or prior to the date of the 2021 AGM, the purchase by the Company of 10% of its issued Shares (excluding treasury shares and subsidiary holdings) will result in the purchase or acquisition of 54,410,011 Shares.

1.7.4 Maximum price paid for Shares acquired or purchased

In the case of Market Purchases by the Company:

Assuming the Company purchases or acquires 54,410,011 Shares at the maximum price of S\$1.8018 for one (1) Share (being the price equivalent to 5% above the average of the closing

market prices of the Shares over the five (5) Market Days on which transactions in the Shares were recorded immediately preceding the Latest Practicable Date), the maximum amount of funds required for the purchase or acquisition of 54,410,011 Shares (representing approximately 10% of the issued ordinary share capital of the Company (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date, which is the maximum number of Shares the Company is allowed to purchase) under and during the duration of the Share Buyback Mandate, is approximately S\$98,036,000.

In the case of Off-Market Purchases by the Company:

Assuming the Company purchases or acquires 54,410,011 Shares at the maximum price of S\$2.0592 for one (1) Share (being the price equivalent to 20% above the average of the closing market prices of the Shares over the five (5) Market Days on which transactions in the Shares were recorded immediately preceding the Latest Practicable Date), the maximum amount of funds required for the purchase or acquisition of 54,410,011 Shares (representing approximately 10% of the issued ordinary share capital of the Company (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date, which is the maximum number of Shares the Company is allowed to purchase) under and during the duration of the Share Buyback Mandate, is approximately S\$112,041,000.

1.7.5 Illustrative financial effects

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

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

based on the audited financial statements of the Group and the Company for the financial year ended 31 December 2020 are set out in the sections below.

The financial effects of the acquisition of Shares by the Company pursuant to the Share Buyback Mandate by way of purchases made out of profits are similar to that of purchases made out of capital. Therefore, only the financial effects of the acquisition of the Shares pursuant to the Share Buyback Mandate by way of purchases made out of capital are set out in this Appendix.

Scenario 1(A)

Market Purchases of 54,410,011 Shares out of capital, and the maximum number of Shares permitted under the Companies Act to be held in treasury are held in treasury and the balance are cancelled.

As at 31 December 2020	<u>Company</u>		<u>Group</u>	
	Before the Share Buyback	After the Share Buyback	Before the Share Buyback	After the Share Buyback
Shareholders' equity (S\$'000)	330,964	232,928	344,187	246,151
NTA (S\$'000)	330,925	232,889	335,267	237,231
Current Assets (S\$'000)	351,035	252,999	471,447	373,411
Current Liabilities (S\$'000)	94,431	94,431	195,617	195,617
Working Capital (S\$'000)	256,604	158,568	275,830	177,794
Total Borrowings (S\$'000)	-	-	-	-
Cash & Cash Equivalents/ (Overdrafts)(S\$'000)	175,104	77,068	334,032	235,996
Net Profit/ (Loss) (S\$'000)	156,298	156,298	135,205	135,205
Number of Shares, excluding treasury shares	544,100,114	489,690,103 ⁽¹⁾	544,100,114	489,690,103 ⁽¹⁾
<u>Financial Ratios</u>				
NTA per Share (cents)	60.82	47.56	61.62	48.45
Basic EPS (cents)	28.73	31.92	24.85	27.61
Gearing Ratio	-	-	-	-
Current Ratio (times)	3.70	2.70	2.40	1.90

Note:

- (1) Number of Shares excludes Shares that are held as treasury shares and assumes no change in the number of Shares on or prior to the date of the 2021 AGM.

Scenario 1(B)

Off-Market Purchases of 54,410,011 Shares out of capital, and the maximum number of Shares permitted under the Companies Act to be held in treasury are held in treasury and the balance are cancelled.

As at 31 December 2020	<u>Company</u>		<u>Group</u>	
	Before the Share Buyback	After the Share Buyback	Before the Share Buyback	After the Share Buyback
Shareholders' equity (S\$'000)	330,964	218,923	344,187	232,146
NTA (S\$'000)	330,925	218,884	335,267	223,226
Current Assets (S\$'000)	351,035	238,994	471,447	359,406
Current Liabilities (S\$'000)	94,431	94,431	195,617	195,617
Working Capital (S\$'000)	256,604	144,563	275,830	163,789
Total Borrowings (S\$'000)	-	-	-	-
Cash & Cash Equivalents/ (Overdrafts) (S\$'000)	175,104	63,063	334,032	221,991
Net Profit/(Loss) (S\$'000)	156,298	156,298	135,205	135,205
Number of Shares, excluding treasury shares	544,100,114	489,690,103 ⁽¹⁾	544,100,114	489,690,103 ⁽¹⁾
<u>Financial Ratios</u>				
NTA per Share (cents)	60.82	44.70	61.62	45.59
Basic EPS (cents)	28.73	31.92	24.85	27.61
Gearing Ratio	-	-	-	-
Current Ratio (times)	3.70	2.50	2.40	1.80

Notes:

- (1) Number of Shares excludes Shares that are held as treasury shares and assumes no change in the number of Shares on or prior to the date of the 2021 AGM.

Scenario 2(A)

Market Purchases of 54,410,011 Shares out of capital and cancelled.

As at 31 December 2020	<u>Company</u>		<u>Group</u>	
	Before the Share Buyback	After the Share Buyback	Before the Share Buyback	After the Share Buyback
Shareholders' equity (S\$'000)	330,964	232,928	344,187	246,151
NTA (S\$'000)	330,925	232,889	335,267	237,231
Current Assets (S\$'000)	351,035	252,999	471,447	373,411
Current Liabilities (S\$'000)	94,431	94,431	195,617	195,617
Working Capital (S\$'000)	256,604	158,568	275,830	177,794
Total Borrowings (S\$'000)	-	-	-	-
Cash & Cash Equivalents/ (Overdrafts) (S\$'000)	175,104	77,068	334,032	235,996
Net Profit/(Loss) (S\$'000)	156,298	156,298	135,205	135,205
Number of Shares, excluding treasury shares	544,100,114	489,690,103 ⁽¹⁾	544,100,114	489,690,103 ⁽¹⁾
<u>Financial Ratios</u>				
NTA per Share (cents)	60.82	47.56	61.62	48.45
Basic EPS (cents)	28.73	31.92	24.85	27.61
Gearing Ratio	-	-	-	-
Current Ratio (times)	3.70	2.70	2.40	1.90

Note:

- (1) Number of Shares excludes Shares that are cancelled and assumes no change in the number of Shares on or prior to the date of the 2021 AGM.

Scenario 2(B)

Off-Market Purchases of 54,410,011 Shares out of capital and cancelled.

As at 31 December 2020	<u>Company</u>		<u>Group</u>	
	Before the Share Buyback	After the Share Buyback	Before the Share Buyback	After the Share Buyback
Shareholders' equity (S\$'000)	330,964	218,923	344,187	232,146
NTA (S\$'000)	330,925	218,884	335,267	223,226
Current Assets (S\$'000)	351,035	238,994	471,447	359,406
Current Liabilities (S\$'000)	94,431	94,431	195,617	195,617
Working Capital (S\$'000)	256,604	144,563	275,830	163,789
Total Borrowings (S\$'000)	-	-	-	-
Cash & Cash Equivalents/ (Overdrafts)(S\$'000)	175,104	63,063	334,032	221,991
Net Profit/(Loss) (S\$'000)	156,298	156,298	135,205	135,205
Number of Shares, excluding treasury shares	544,100,114	489,690,103 ⁽¹⁾	544,100,114	489,690,103 ⁽¹⁾
<u>Financial Ratios</u>				
NTA per Share (cents)	60.82	44.70	61.62	45.59
Basic EPS (cents)	28.73	31.92	24.85	27.61
Gearing Ratio	-	-	-	-
Current Ratio (times)	3.70	2.50	2.40	1.80

Notes:

- (1) Number of Shares excludes Shares that are cancelled and assumes no change in the number of Shares on or prior to the date of the 2021 AGM.

Shareholders should note that the financial effects set out above are for illustrative purposes only. In particular, it is important to note that the above analysis is based on historical audited financial statements for the financial year ended 31 December 2020 and is not necessarily representative of future financial performance.

Although the Share Buyback Mandate would authorise the Company to purchase or acquire up to 10% of the issued Shares (excluding treasury shares and subsidiary holdings), the Company may not necessarily purchase or acquire or be able to purchase or acquire the entire 10% of the issued Shares (excluding treasury shares and subsidiary holdings). In addition, the Company may cancel all or part of the Shares repurchased or hold all or part of the Shares repurchased as treasury shares.

1.8 Listing status of the Shares

Rule 723 of the Listing Manual requires a listed company to ensure that at least 10% of its total number of issued shares (excluding treasury shares) are held by public Shareholders. As at the Latest Practicable Date, approximately 48.44% of the issued Shares (excluding treasury shares) are held by public Shareholders. As at the Latest Practicable Date and assuming the Company undertakes purchases or acquisitions of its Shares up to the full 10% limit pursuant to the Share Buyback Mandate, approximately 42.72% of the issued Shares (excluding treasury shares) will be held by public Shareholders. Accordingly, the Company is of the view that there is a sufficient number of Shares in issue held by public Shareholders which would permit the Company to undertake purchases or acquisitions of its Shares up to the full 10% limit pursuant to the Share Buyback Mandate without affecting the listing status of the Shares on the SGX-ST, and that the number of Shares remaining in the hands of the public will not fall to such a level as to cause market illiquidity or to affect orderly trading.

1.9 Take-over implications

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

1.9.1 Obligation to make a take-over offer

If, as a result of any purchase or acquisition by the Company of its Shares, a Shareholder's proportionate interest in the voting capital of the Company increases, such increase will be treated as an acquisition for the purposes of Rule 14 of the Take-over Code. If such increase results in a change of effective control, or, as a result of such increase, a Shareholder or group of Shareholders acting in concert obtains or consolidates effective control of the Company, such Shareholder or group of Shareholders acting in concert could become obliged to make a general take-over offer for the Company under Rule 14 of the Take-over Code.

1.9.2 Persons acting in concert

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

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

- (a) a company with its parent company, subsidiaries, its fellow subsidiaries, any associated companies of the foregoing companies, any company whose associated companies include any of the foregoing companies, and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the foregoing companies for the purchase of voting rights;
- (b) a company with any of its directors, together with their close relatives, related trusts as well as companies controlled by any of the directors, their close relatives and related trusts;
- (c) a company with any of its pension funds and employee share schemes;
- (d) a person with any investment company, unit trust or other fund whose investment such person manages on a discretionary basis, but only in respect of the investment account which such person manages;
- (e) a financial or other professional adviser, including a stockbroker, with its client in respect of the shareholdings of the adviser and persons controlling, controlled by or under the same control as the adviser, and all the funds which the adviser manages on a discretionary basis, where the shareholdings of the adviser and any of those funds in the client total 10% or more of the client's equity share capital;
- (f) directors of a company (together with their close relatives, related trusts and companies controlled by any of such directors, their close relatives and related trusts) which is subject to an offer or where the directors have reason to believe a *bona fide* offer for their company may be imminent;
- (g) partners; and
- (h) an individual, his close relatives, his related trusts, any person who is accustomed to act according to the instructions of that individual, companies controlled by any of the above, and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the above for the purchase of voting rights.

For this purpose, a company is an "associated company" of another company if the second company owns or controls at least 20% but not more than 50% of the voting rights of the first-mentioned company.

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

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

Company's voting rights, the voting rights of such Directors and their concert parties would increase by more than 1% in any period of six (6) months. The Directors and their concert parties will be exempted from the requirement to make a take-over offer subject to certain conditions, including, *inter alia*, the submission by each of the Directors of an executed form prescribed by the SIC within seven (7) days of the passing of the resolution to authorise the Share Buyback Mandate.

Under Appendix 2 of the Take-over Code, a Shareholder not acting in concert with the Directors of the Company will not be required to make a take-over offer under Rule 14 of the Take-over Code if, as a result of the Company purchasing or acquiring its Shares, the voting rights of such Shareholder in the Company would increase to 30% or more, or, if such Shareholder holds between 30% and 50% of the Company's voting rights, the voting rights of such Shareholder would increase by more than 1% in any period of six (6) months. Such Shareholder need not abstain from voting in respect of the resolution authorising the Share Buyback Mandate.

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

1.9.4 Application of the Take-over Code

1.9.4.1 *Dr. Doreen Tan, Dr. Dora Hoan and parties acting in concert with them*

At the Latest Practicable Date, Dr. Doreen Tan Nee Moi ("**Dr. Doreen Tan**"), Dr. Dora Hoan Beng Mui ("**Dr. Dora Hoan**") and D2 Investment Pte. Ltd. ("**D2**") are concert parties (the "**Concert Parties Arrangement**") pursuant to a shareholders' agreement dated 23 September 2005 ("**D2 Shareholders' Agreement**").

Pursuant to the D2 Shareholders' Agreement, both Dr. Doreen Tan and Dr. Dora Hoan, each holding 50% of the total voting rights in D2, agreed, *inter alia*, that their voting rights in the Company, consisting of:

- (1) the Shares held directly by D2; and
- (2) the Shares held directly by each of Dr. Doreen Tan and Dr. Dora Hoan,

((1) and (2) collectively, the "**Collective Voting Rights**"), will at all times be exercised unanimously. In the event Dr. Doreen Tan and Dr. Dora Hoan are not able to exercise the Collective Voting Rights unanimously, Dr. Doreen Tan and Dr. Dora Hoan will take steps to terminate the Concert Parties Arrangement, subject to any directions advised by the SIC and prior clearance with the SIC. Pursuant to the D2 Shareholders' Agreement, Dr. Doreen Tan and Dr. Dora Hoan also agreed that each of them shall at all times act in concert in respect of all their deemed and direct shareholding interests in the Company.

As at the Latest Practicable Date:

- (a) Dr. Doreen Tan and Dr. Dora Hoan are shareholders of D2 each holding 50% of the issued and paid-up capital of D2;
- (b) D2 directly holds approximately 35.4324% of the voting rights in the Company;
- (c) Dr. Dora Hoan directly holds approximately 5.9419% of the voting rights in the Company;
- (d) Dr. Doreen Tan directly holds approximately 5.7673% of the voting rights in the Company;
- (e) Dr. Dora Hoan and Dr. Doreen Tan are also deemed to be interested in the Shares held by D2 by virtue of each of their 50% shareholding interest in D2;
- (f) Ms. Li Lihui (“**Li Lihui**”), Dr. Dora Hoan’s daughter, directly holds approximately 0.0459% of the voting rights in the Company. Dr. Dora Hoan is deemed interested in approximately 100% of the voting rights in the Company directly held by Li Lihui;
- (g) Ms. Pek Jia Rong (“**Pek Jia Rong**”), Dr. Doreen Tan’s daughter, directly holds approximately 0.0459% of the voting rights in the Company. Dr. Doreen Tan is deemed interested in approximately 100% of the voting rights in the Company directly held by Pek Jia Rong; and
- (h) Li Lihui is presumed to be Dr. Dora Hoan’s concert party and Pek Jia Rong is presumed to be Dr. Doreen Tan’s concert party. Dr. Dora Hoan, Dr. Doreen Tan, Li Lihui, Pek Jia Rong and D2 (collectively referred to as the “**Parties**”) are parties acting in concert.

The following table sets out the interests of the Parties in the Shares as at the Latest Practicable Date:

Shareholder	Direct Interest		Deemed Interest	
	Number of Shares	%	Number of Shares	%
D2	192,787,500	35.4324	-	-
Dr. Dora Hoan	32,330,000	5.9419	193,037,500 ⁽¹⁾	35.4783
Dr. Doreen Tan	31,380,000	5.7673	193,037,500 ⁽²⁾	35.4783
Li Lihui	250,000	0.0459	-	-
Pek Jia Rong	250,000	0.0459	-	-

Notes:

- (1) Dr. Dora Hoan is deemed interested in the 192,787,500 Shares held by D2 and 250,000 Shares held by her daughter, Li Lihui.
- (2) Dr. Doreen Tan is deemed interested in the 192,787,500 Shares held by D2 and 250,000 Shares held by her daughter, Pek Jia Rong.

As at the Latest Practicable Date, the Parties hold an aggregate of 256,997,500 Shares, constituting an aggregate of approximately 47.2335% of the voting rights in the Company.

1.9.4.2 Consequences of share buybacks

Based on 544,100,114 issued Shares of the Company (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date, (i) the exercise in full of the Share Buyback Mandate by the Company would result in the purchase of 54,410,011 Shares. If the exercise in full of the Share Buyback Mandate by the Company (“**Full Share Purchase**”) causes the aggregate voting rights of the Parties to increase by more than 1% (assuming such increases occur within six (6) months), the Parties would thereby incur an obligation to make a mandatory offer under Rule 14 of the Take-over Code.

Based on the direct holding of Shares of the Parties as at the Latest Practicable Date and assuming that:

- (a) the Company undertakes Share Buybacks under the Share Buyback Mandate up to the maximum of 10% of the issued ordinary share capital of the Company (excluding treasury shares and subsidiary holdings) as permitted by the Share Buyback Mandate;
- (b) there is no change in the Parties’ direct holding of Shares between the Latest Practicable Date and the date of the 2021 AGM; and
- (c) there is no change to the Parties’ direct holding of Shares between the date of the 2021 AGM and the date of the Full Share Purchase,

the Parties’ aggregate voting rights in the Company will increase from approximately 47.2335% to approximately 52.4817%, thereby resulting in the Parties incurring an obligation to make a general offer under Rule 14 of the Take-over Code. An illustration of this increase in voting rights held by each of the Parties is shown below:

Shareholder	Voting rights in the Company	
	Before Share Buyback	After Share Buyback
Dr. Dora Hoan ⁽¹⁾⁽²⁾	5.9419%	6.6021%
Dr. Doreen Tan ⁽¹⁾⁽³⁾	5.7673%	6.4081%

Shareholder	Voting rights in the Company	
	Before Share Buyback	After Share Buyback
D2 ⁽¹⁾	35.4324%	39.3693%
Li Lihui ⁽²⁾	0.0459%	0.0511%
Pek Jia Rong ⁽³⁾	0.0459%	0.0511%
Total voting rights	47.2335%	52.4817%

Notes:

- (1) Dr. Dora Hoan and Dr. Doreen Tan are shareholders of D2 each holding 50% of the issued and paid-up capital of D2, and they are deemed interested in the Shares held by D2.
- (2) Dr. Dora Hoan is deemed interested in the Shares held by her daughter, Li Lihui.
- (3) Dr. Doreen Tan is deemed interested in the Shares held by her daughter, Pek Jia Rong.

1.9.4.3 Exemption under section 3(a) of Appendix 2 of the Take-over Code

Pursuant to Section 3(a) of Appendix 2 of the Take-over Code, Dr. Dora Hoan, Dr. Doreen Tan and parties acting in concert with them would be eligible to be exempted from the requirement to make a general offer for the Company under Rule 14 of the Take-over Code as a result of the Company buying back its Shares pursuant to the adopted Share Buyback Mandate, subject to the following conditions:

- (a) the Letter to Shareholders on the resolution to approve the adoption of the Share Buyback Mandate to contain advice to the effect that by voting to approve the adoption of the Share Buyback Mandate, Shareholders are waiving their rights to a general offer at the required price from Dr. Dora Hoan, Dr. Doreen Tan and parties acting in concert with them who, as a result of the Share Buybacks, would increase their voting rights by more than 1% in any period of six (6) months;
- (b) the Letter to Shareholders discloses the names of Dr. Dora Hoan, Dr. Doreen Tan and parties acting in concert with them, and their voting rights at the time of the 2021 AGM and after the Company exercises the adopted Share Buyback Mandate in full;
- (c) the Ordinary Resolution to authorise the adoption of the Share Buyback Mandate is approved by a majority of those Shareholders present and voting at the 2021 AGM on a poll who could not become obliged to make an offer for the Company as a result of the Company purchasing Shares under the Share Buyback Mandate;
- (d) Dr. Dora Hoan, Dr. Doreen Tan and parties acting in concert with them will abstain from voting on the Ordinary Resolution in respect of all their Shares as of the date of the 2021 AGM and/or abstain from

making a recommendation to Shareholders to vote in favour of the Ordinary Resolution;

- (e) within seven (7) days after the passing of the Ordinary Resolution, each of Dr. Dora Hoan and Dr. Doreen Tan to submit to the SIC a duly signed form as prescribed by the SIC; and
- (f) Dr. Dora Hoan, Dr. Doreen Tan and parties acting in concert with them have not acquired and will not acquire any Shares between the date on which they know that the announcement of the adoption of the Share Buyback Mandate is imminent and the earlier of:
 - (i) the date on which the authority of the adopted Share Buyback Mandate expires; and
 - (ii) the date on which the Company announces it has: (A) bought back such number of Shares as authorised by Shareholders at the 2021 AGM; or (B) decided to cease buying back its Shares,

as the case may be, if such acquisitions, taken together with the Share Buyback(s) under the adopted Share Buyback Mandate, would cause the aggregate voting rights held by the Parties and the parties acting in concert with them in the Company to increase by more than 1% in the preceding six (6) months.

If the aggregate voting rights held by Dr. Dora Hoan, Dr. Doreen Tan and parties acting in concert with them increase by more than 1% solely as a result of the Company buying back Shares as authorised by the Share Buyback Mandate, and none of them has acquired any shares during the period as defined in Section 1.9.4.3(f) above, then Dr. Dora Hoan, Dr. Doreen Tan and parties acting in concert with them would be eligible for the SIC's exemption from the requirement to make a general offer under Rule 14 of the Take-over Code, or where such exemption had been granted, would continue to enjoy the exemption.

Shareholders should note that by voting for the Ordinary Resolution relating to the adoption of the Share Buyback Mandate to be proposed at the forthcoming 2021 AGM, they are waiving their rights to a general offer at the required price from Dr. Dora Hoan, Dr. Doreen Tan and the parties acting in concert with them.

Save as disclosed above, the Directors are not aware of any fact(s) or factor(s) which suggest or imply that any particular person(s) and/or Shareholder(s) are, or may be regarded as, parties acting in concert such that their respective interests in voting Shares should or ought to be consolidated, and consequences under the Take-over Code would ensue as a result of a purchase of Shares by the Company pursuant to the Share Buyback Mandate.

Appendix 2 of the Take-over Code requires that the resolution to authorise the adoption of the Share Buyback Mandate be approved by a majority of those Shareholders present and voting at the meeting on a poll who could not become obliged to make an offer under the Take-over Code as a result of the Share Buyback. Accordingly, the Ordinary Resolution is proposed to

be taken on a poll, and each of Dr. Doreen Tan and Dr. Dora Hoan will abstain, and will procure their respective concert parties to abstain, from voting on the Ordinary Resolution.

Shareholders who are in any doubt as to whether they would incur any obligations to make a take-over offer as a result of any Share Buyback pursuant to the Share Buyback Mandate are advised to consult their professional advisers and/or the SIC and/or the relevant authorities at the earliest opportunity before they acquire any Shares during the period when the Share Buyback Mandate is in force.

1.10 Reporting requirements

Within 30 days of the passing of a Shareholders' resolution to approve the proposed Share Buyback Mandate, the Directors shall lodge a copy of the relevant Shareholders' resolution with the Registrar of Companies (the "Registrar").

The Directors shall lodge with the Registrar a notice of share purchase or acquisition within 30 days of a share purchase or acquisition. Such notification shall include the date of the purchase or acquisition, the number of Shares purchased or acquired by the Company, the number of Shares cancelled, the number of Shares held as treasury shares, the Company's issued ordinary share capital before and after the purchase or acquisition, the amount of consideration paid by the Company for the purchase or acquisition, whether the Shares were purchased or acquired out of the profits or the capital of the Company, and such other particulars as may be required in the prescribed form.

Within 30 days of the cancellation or disposal of treasury shares in accordance with the provisions of the Companies Act, the Directors shall lodge with the Registrar the notice of cancellation or disposal of treasury shares in the prescribed form.

Rule 886 of the Listing Manual specifies that a listed company shall report all purchases or acquisitions of its shares to the SGX-ST not later than 9.00 a.m. (a) in the case of a Market Purchase, on the Market Day following the day of purchase or acquisition of any of its shares; and (b) in the case of an Off-Market Purchase under an equal access scheme, on the second Market Day after the close of acceptances of the offer. Such announcement currently requires the inclusion of details of, *inter alia*, the total number of shares purchased, the purchase price per share or the highest and lowest prices paid for such shares, as applicable. Such announcement will be made in the form prescribed by the Listing Manual.

1.11 No purchases during price-sensitive developments

While the Listing Manual does not expressly prohibit any purchase of shares by a listed company during any particular time or times, because the listed company would be regarded as an "insider" in relation to any proposed purchase or acquisition of its issued shares, the Company will not undertake any purchase or acquisition of Shares pursuant to the proposed Share Buyback Mandate at any time after a price sensitive development has occurred or has been the subject of a decision until the price sensitive information has been publicly announced. In particular, in line with the best practices on dealings in securities under Rule 1207(19) of the Listing Manual, the Company would not purchase or acquire any Shares through Market Purchases during the period commencing: (i) two (2) weeks before the announcement of the Company's financial statements for each of the first three (3) quarters of its financial year; and (ii) one (1) month before the announcement of the Company's full year financial statements.

1.12 Shares purchased by the Company in the 12 months preceding the Latest Practicable Date

The Company has not purchased or acquired any Shares in the 12 months preceding the Latest Practicable Date.

2. DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTERESTS

As at the Latest Practicable Date, the interests of the Directors in the Shares (as extracted from the Register of Directors' shareholdings), and the interests of the Substantial Shareholders in the Shares (as extracted from the Register of Substantial Shareholders), are as follows:

Name	Number of Shares		Deemed Interest	%
	Direct Interest	%		
Directors				
Dr. Dora Hoan ⁽¹⁾⁽²⁾	32,330,000	5.9419	193,037,500	35.4783
Dr. Doreen Tan ⁽¹⁾⁽³⁾	31,380,000	5.7673	193,037,500	35.4783
Huang Ban Chin	23,300,000	4.2823	-	-
Lee Sen Choon	207,500	0.0381	-	-
Li Lihui	250,000	0.0459	-	-
Chan Pengee, Adrian	-	-	-	-
Chester Fong Po Wai	-	-	-	-
Pek Wei Liang	-	-	-	-
Other substantial Shareholders				
D2 ⁽¹⁾	192,787,500	35.4324	-	-

Notes:

- (1) Dr. Dora Hoan and Dr. Doreen Tan are shareholders of D2 each holding 50% of the issued and paid-up capital of D2, and they are deemed interested in the Shares held by D2.
- (2) Dr. Dora Hoan is deemed interested in the Shares held by her daughter, Li Lihui.
- (3) Dr. Doreen Tan is deemed interested in the Shares held by her daughter, Pek Jia Rong.

Save as disclosed above, none of the Directors and Substantial Shareholders has any interest, direct or indirect, in the Share Buyback Mandate.

3. ACTION TO BE TAKEN BY SHAREHOLDERS

- (a) The 2021 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.
 - (b) To minimise physical interactions and COVID-19 transmission risks, Shareholders will not be able to attend the 2021 AGM in person. Shareholders will be able to watch the proceedings of the 2021 AGM through a live webcast via their mobile phones, tablets or computers or listen to these proceedings through a live audio feed via telephone. In order to do so, Shareholders must pre-register at <https://online.meetings.vision/bwil-agm-registration> by 10.00 a.m. on Monday, 27 September 2021 (“**Registration Deadline**”), to enable the Company to verify their Shareholders’ status. Following authentication of their status as Shareholders, authenticated Shareholders will receive an email by 6.00 p.m. on Wednesday, 29 September 2021 which contains a unique link, which they can click on to access the webcast and audio feed of the 2021 AGM proceedings. Shareholders who register by the Registration Deadline but do not receive the email response by 6.00 p.m. on Wednesday, 29 September 2021 may contact the Company for assistance at (65) 6899 0088.
 - (c) Shareholders may submit questions, if any, relating to the Ordinary Resolution to be tabled for approval at the 2021 AGM. To do so, all questions must be submitted by 10.00 a.m. on 27 September 2021:
 - (i) via the pre-registration link at <https://online.meetings.vision/bwil-agm-registration>; or
 - (ii) by email to IR@bestworld.com.sg.
- Please note that Shareholders will not be able to ask questions at the AGM “live” during the “live” webcast or “live” audio feed. The Company will address substantial questions relating to the Ordinary Resolution during the 2021 AGM.
- (d) Shareholders (whether individual or corporate) who wish to exercise his/her/its voting rights at the 2021 AGM must appoint the Chairman of the Meeting as their proxy to attend, speak and vote on their behalf at the 2021 AGM. In appointing the Chairman of the Meeting as proxy, Shareholders (whether individual or corporate) must give specific instructions as to voting, or abstentions from voting, in respect of an Ordinary Resolution in the instrument of proxy, failing which the appointment of the Chairman of the Meeting for the Ordinary Resolution will be treated as invalid.
 - (e) The Chairman of the Meeting, as proxy, need not be a member of the Company.
 - (f) The instrument appointing the Chairman of the Meeting as proxy must be submitted in the following manner:
 - (i) if submitted by post, be deposited at the at the Headquarters office of the Company, Best World International Limited, 15A Changi Business Park Central 1, Eightrium #07-02, Singapore 486035; or

(ii) if submitted electronically, be submitted via email to IR@bestworld.com.sg,

no later than 72 hours before the time appointed for holding the 2021 AGM, and in default the instrument of proxy shall not be treated as valid.

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

In view of the current COVID-19 situation in Singapore, Shareholders are strongly encouraged to submit completed proxy forms via email.

(g) A Depositor shall not be regarded as a member of the Company entitled to attend the AGM and to vote thereat unless his name appears on the Depository Register maintained by CDP pursuant to Part IIIA of the Securities and Futures Act at least 72 hours before the 2021 AGM.

(h) The Company's Annual Report 2020 and this Appendix may be accessed at:

<https://bestworld.listedcompany.com/ar.html>

The Annual Report 2020 and this Appendix will also be made available on SGXNET.

As the COVID-19 situation continues to evolve, we seek Shareholders' understanding that further measures and/or changes to the 2021 AGM arrangements may be made in the ensuing days up to the day of the 2021 AGM. Shareholders are advised to check the SGXNET and the Company's website at <https://www.bestworld.com.sg/index.html> regularly for updates on the 2021 AGM.

4. DIRECTORS' RECOMMENDATIONS

Save for Dr. Doreen Tan and Dr. Dora Hoan who have abstained from making any recommendations in respect of the proposed adoption of the Share Buyback Mandate, the Directors are of the opinion that the proposed adoption of the Share Buyback Mandate is in the best interests of the Company. Accordingly, they recommend that the Shareholders vote in favour of the Ordinary Resolution relating to the proposed adoption of the Share Buyback Mandate to be proposed at the 2021 AGM.

5. ABSTENTION FROM VOTING

Each of Dr. Doreen Tan and Dr. Dora Hoan will abstain, and will procure their respective concert parties to abstain, from voting in respect of their holdings of Shares on the Ordinary Resolution, and will not accept any appointment as proxies or otherwise for voting on the Ordinary Resolution unless specific instructions have been given in the proxy form(s) on how the votes are to be cast in respect of the Ordinary Resolution.

6. DIRECTORS' RESPONSIBILITY STATEMENT

The Directors collectively and individually accept full responsibility for the accuracy of the information given in this Appendix and confirm after making all reasonable enquiries, that to the best of their knowledge and belief, this Appendix constitutes full and true disclosure of all

material facts about the proposed adoption of the Share Buyback Mandate, the Company and its subsidiaries, and the Directors are not aware of any facts the omission of which would make any statement in this Appendix misleading. Where information in the Appendix has been extracted from published or otherwise publicly available sources or obtained from a named source, the sole responsibility of the Directors has been to ensure that such information has been accurately and correctly extracted from those sources and/or reproduced in the Appendix in its proper form and context.

7. CONSENT

The legal adviser to the Company in respect of the proposed adoption of the Share Buyback Mandate, AEI Legal LLC, has given and has not withdrawn its written consent to the issue of this Appendix with the inclusion of its name herein and all references thereto in the form and context in which it appears in this Appendix and to act in such capacity in relation to this Appendix.

8. DOCUMENTS FOR INSPECTION

A copy of the following documents may be inspected at the registered office of the Company at 26 Tai Seng Street #05-01, J'Forte, Singapore 534057, during normal business hours from the date of this Appendix up to and including the date of the 2021 AGM:

- (a) the Annual Report 2020; and
- (b) the Constitution of the Company.

Yours faithfully
For and on behalf of the Board of Directors of
Best World International Limited

Huang Ban Chin
Chief Operating Officer and Executive Director